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ABSTRACT

This report presents a portrait of the staff who work in State Higher Education Executive Officers (SHEEO) member agencies and the organizational structure and personnel policies of the agencies which employ them. Data sources included questionnaires submitted by 322 professional staff working in SHEEO agencies and an organizational survey completed by 42 member agencies. Analysis of survey results focuses on background characteristics of professional staff; previous employment/career paths; job satisfaction; factors in making a job change; work environment; individual professional development activities; research, writing, and presentations; and professional benefits desired. Analysis of the organizational survey responses deals with agency staffing, salary administration policies, agency professional development activities, staff benefits, and retirement programs. Appendices contain detailed tables and a list of responding agencies. (JDD)

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SHEEO STAFFS AND ORGANIZATIONS:

A PORTRAIT

James R. Mingle
Esther Rodriguez

June 1989

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SHEEO STAFFS AND ORGANIZATIONS: A PORTRAIT

In January 1989, the SHEEO office distributed two questionnaires covering a variety of topics which taken together provide a portrait of the staff who work in SHEEO agencies and the organizational structure and personnel policies of the agencies which employ them.

The questionnaire sent to individuals inquired about respondents' personal and educational background, about their career paths and aspirations and about professional staff development opportunities available to them. Approximately 600 questionnaires were distributed to the professional staff working in SHEEO agencies. Completed questionnaires were received from a total of 322 respondents. Of these respondents, 218 (68%) were employed by statewide coordinating boards; 78 (24%) by statewide governing boards; and 26 (8%) by "other" agencies. Summary results of individual questionnaire are found in Appendix A. Completed questionnaires were received from a total of 322 respondents.

The organizational survey asked questions about the personnel staffing, benefits and staff development policies of the state higher education agencies. The results presented here are based on written responses to a questionnaire mailed to 55 SHEEO members. Forty-two[1] state agencies responded, including 18 governing boards and 24 coordinating boards. Responses to specific questions can be found in Appendix B of this report. (A complete listing of respondents is found in Appendix C.)

SHEEO, as an organization of executive officers serving statewide boards, has long considered the professional development of its staffs of the highest priority. Through its summer seminars, its various networking and committee activities, and its publications program, SHEEO has provided numerous opportunities for professional growth and development. At the same time, the organization has capitalized on the tremendous wealth of talent which exists on these staffs.

It is our hope that executive officers, board members, and supervisors at all levels in SHEEO agencies will examine the results of this survey closely and consider ways in which the professional development of their staffs might be enhanced. One way may be to take these survey results as a starting point for discussions among the staff on how professional growth and development might be enhanced. These surveys will provide some comparative basis to evaluate policies in your state.

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[1] The University of the District of Columbia also responded to the survey, but was not included in the results so that we could examine only the central offices of statewide coordinating and governing boards.

Background Characteristics of Professional Staff

Table A (Appendix A) presents the background characteristics of SHEEO professional staffs, comparing chief executive officers (CEOs) with all staff. Among the highlights from the survey:

- Three of every four SHEEO staff are 50 years old or younger with approximately one-third 40 years old or younger. While CEOs are somewhat older than all staff, the majority are under 50.

- The majority of SHEEO staff are male (60%) and white (90%). Black staff constitute 7.6% of professional staff; Hispanic representation is at a negligible 1.6%.

- Three-quarters of all professional staff hold graduate degrees and 50% hold the doctorate or other terminal degrees.

Previous Employment/Career Paths

Table B presents the data collected on the employment patterns and career paths of SHEEO staff. It reflects a relatively stable employment pattern among all staff; less so among executive officers. The average professional staff person has been in his or her current position somewhat under five years and with his/her current employer about seven years. Fifty-three percent were previously employed in a higher education institution, leaving a significant minority with experience which is predominantly in state government or the private sector. Among CEOs one out of four came out of state government, with the remainder having experience primarily in higher education.

The survey results also reveal that few positions in SHEEO agencies are filled through internal promotion. Eighty-four percent of respondents believed that their positions would be filled either by recruiting within the state or nationally. Three of every four CEOs responded that their replacement would come from a national pool of candidates.

We also asked respondents to tell us about the positions to which they aspire. Nearly half of all staff and two of every three CEOs indicated that if they were to change jobs, they would like a "campus-based position." Twenty-three percent hoped for a promotion with their current employer.

Job Satisfaction

Two questions, presented in Table C, address directly the issue of job satisfaction among SHEEO staff. The first relates to the perception of opportunities for advancement with their current employer. Sixty-three percent of all respondents indicated that opportunities for advancement in their agency were nonexistent or severely limited. Despite this lack of opportunity, however, a similar percentage rated their overall job satisfaction as high. Among CEOs the job satisfaction was even higher, with 9 out of 10 rating their satisfaction as high.

Factors in Making a Job Change

Respondents were asked to indicate what factors would be "very important" in making a job change (Table D). Salary was rated the highest, but the opportunity for advancement in responsibility was a close second. Geographic area was also a strong determinant. (This factor was ranked most important by CEOs.) Among a sector order of factors that play a significant role among all staff are such factors as the benefits/retirement program, housing costs and opportunities for working spouses.

Work Environment

Two general questions addressed opportunities for growth and the overall work environment (Table E). As for opportunities for professional growth and development, fewer than 1 in 10 characterized these opportunities as exceptional, and 28% believed they were minimal or nonexistent.

In characterizing the work environment, 1 out of 5 respondents believed that staff tended to operate alone rather than as part of a team. Only 15% believed that "the staff as a whole usually operates in a highly integrated and focused fashion." This was in stark contrast to the perceptions of CEOs who perceived a great deal more group cohesion. Nearly half of the CEOs believed that the staff was operating in a highly integrated manner.

Individual Professional Development Activities

We asked a number of questions about the kinds of professional development activities in which staff were engaged (Table F). "Informal exchange with colleagues" and the attendance of meetings both in-state and out-of-state are the predominant forms of professional development. Judging from the results of this survey, many professional staff have the opportunity to travel both within the state and out-of-state.

The availability of other forms of professional development, paid leaves, summer institutes and opportunities for consulting are significantly less than travel opportunities and significantly less than the apparent demand.

Given the cost of such activities and the demands which they place on an individual's time, it is not surprising that involvement is low. Interest, however, is substantial. An overwhelming majority of SHEEO staff are interested in attending a public policy or higher education institute or participating in a campus exchange program.

The level of structured professional development activities within agencies appears to be far less than that available externally. Less than half of all staff indicated that they participated in in-house seminars or brown bag luncheons with their colleagues. Forty-four percent indicated that colleagues "seldom or never" share the content of the programs they attend.

Research, Writing, Presentations

Staff working in statewide coordinating and governing boards do not have the time, or is there the expectation, for great scholarly productivity. However, judging from our survey, a significant number of these staff write and publish books and articles; nearly 3 out of 4 are called upon to make formal oral presentations (Table G). The volume of this activity is also significant. Among those who have published articles, the average number of articles published was 6.4; among those who do make presentations, the average was 12.7 speeches per year.

Professional Benefits Desired/Constraints on Obtaining

Respondents were asked to rank in importance various "sources" of professional growth and development (Table H). Clearly, an "exciting work environment" was judged far and away the most important source for growth and development. "Outside exposure" was ranked second, with general literature and regional national meetings following. Writing and publishing was viewed as the least important among the sources listed.

Among the direct financial benefits that employers can provide to employees "travel to out-of-state meetings" was the clear favorite, with 59% of respondents ranking this benefit as "very important."

Respondents were also asked about the types of skills and issues which were most important to their own growth and development. The "big issues" relating to strategic planning and emerging issues were ranked most important with "information exchange" a close second. Of least interest were "intra" and inter-personal skills.

Finally, respondents were asked about constraints on professional development. "Time available" and job demands appear to be the major impediments, as do, at least in the minds of staff, the agency's budget. CEOs, on the other hand, saw the agency budget as less of a problem. While only a minority of respondents see their own motivation and interest as a constraint, nearly 1 of every 4 respondents admitted that this was a factor.

Agency Staffing

Tables 1 and 2 of Appendix B present the survey results on organizational staffing. The data collected from the 42 state boards responding to the questionnaire reflects personnel in core functions of these boards and excludes personnel associated with federal activities or ancillary operations which are under the agency's administrative direction but not related to its governing, coordinating and planning functions.

Among state higher education agencies, both governing and coordinating boards average 54 staff members, including professional and support staff[2]. However, the range of total staff

[2] The mean scores were determined by adding the total number of staff in each category and dividing by the total number of responses.

from SHEEO agencies submitting survey data is from 2 persons to 399 persons. The majority of agencies, 26 of 42, operate with a small staff of under 50 persons.

- The greatest concentration of staff among coordinating boards is in the area of state student financial aid programs where there is an average of 34 persons. However, the average reflects 14 of 24 coordinating boards reporting staff in this area. Four of the 14 coordinating boards employ over 50 people (both professionals and support); two of these states reported over 100 staff. The next highest area of staff concentration is academic affairs with an average of 9 professionals and 5 support staff. The high average is due to large staffs in three states (Pennsylvania, Texas and New Jersey staffs averaging between 40 to 70 persons). Six coordinating board states report no staff in this area.

- Among governing boards the greatest number of staff work is in the area of fiscal affairs. One state reported over 50 staff, 5 states reported over 10 staff members. The average staff size is 11 persons, with an average of 8 professionals. In contrast to the high number of staff among coordinating boards in state student financial aid programs, 10 governing boards reported staff ranging from 6 to 11 persons. The average staff size is 3 persons (2 professionals plus 1 support person). The number of staff in academic affairs averages 5 persons.

Salary Administration Policies

The state higher education agencies tend to establish the salary ranges and classification of their professional staff but not their support staff (see Table 3). Among the 42 responses, 27 or 64% indicated that the agency has the authority to determine how professional staff is classified and what they will be paid. Most of these agencies are governing boards; 17 of the 18 set salary ranges. In contrast, a majority of coordinating boards do not establish personnel classifications or salary ranges; 62% indicated that the state personnel offices or similar agencies have that responsibility.

Salary ranges and personnel classifications of clerical or support staff is generally determined by the state for both governing and coordinating boards.

- The state personnel system sets the ranges in 30 of the 42 (71%) SHEEO agencies responding to the survey.

- Governing boards, however, tend to have more authority to determine policy with respect to wages and salary among this level of staff. Fifty percent of these boards set their own salary ranges, while only 17% of coordinating boards set the ranges for their support staff.

Agency Professional Development Activities

Professional development policies of SHEEO agencies relating to activities paid for by the agency and conducted during working hours are limited (see Tables 4-16 and summary

Table 27). On the plus side staff members are able to take time from work for work-related courses which will be paid for by the agency under certain conditions. However, there are few policies for professional exchanges with institutions, limited opportunities for paid sabbatical leave, and in-house retreats and workshops are not widely used for professional and support staff. The following are some highlights of these policies:

- Paid consulting is generally permitted on the employee's own time (59%) and where there is no conflict of interest (81%). This appears to be equally true for both governing and coordinating boards.

- For the most part, SHEEO agencies have not developed policies on compensation for postsecondary teaching (45%). Where there are policies, they tend to be the same as with consulting (38%).

- Job-sharing which allows two people to share a given job or task is a personnel policy development that is gaining wide support among the public and private work sectors. Among the SHEEO agencies, both governing boards and coordinating boards have approved such arrangements with 44% of the governing boards and 46% of coordinating boards permitting job sharing.

- In 32 of 42 cases (76%) SHEEO agency employees are allowed release time for work-related credit courses. Again, this policy tends to be consistent for both coordinating and governing boards.

- In over 80% of the agencies tuition and fee expenses for courses will be reimbursed to employees if they are work-related and/or required by the agency. However, this benefit tends to be conditioned on the availability of funds, supervisor permission, satisfactory grades, and/or the number of credits taken per term.

- Governing boards and coordinating boards generally differ in their policies to grant staff paid sabbaticals. Fifty-six percent (10 of 18) of the governing boards allow them, while only 1 of 24 (4%) coordinating boards permit them. Those with the policy usually require staff to be in service a certain number of years and commit to serve an additional number of years upon return from leave.

- There are very few professional staff exchange programs with institutions, only 7 cases out of 42.

- Almost all of the SHEEOs (40 of 42) allow staff to take unpaid leaves of absence for a variety of reasons, including education leave. The leave must be approved by the agency heads and tends to be limited to less than a year.

- Sixty-seven percent of SHEEO agencies responded affirmatively to providing in-house staff retreats. However, the majority of these (58%) are for board members. In 16 of 28 cases, professional staff are involved, and in only 7 cases do support staff participate.

- In 79% of the cases there is no special budget for professional staff development. This is true for governing boards (89%) and for coordinating boards (71%).

- Cost reimbursements relative to professional development tend to come out of agency travel budgets which range from $2,000 to $267,500. These budgets represent a percentage of total salaries of employees ranging from <1.0% to 18.0%. On average governing boards have a slightly higher travel budget than coordinating boards. Governing boards average $70,000 while coordinating boards average $52,000 per fiscal year.

Staff Benefits

SHEEO agencies provide their staffs with an array of the basic benefits including paid vacation, paid holidays, paid medical and dental coverage, long-term disability and group life insurance (Tables 17-19).

- All 42 SHEEO agencies reporting provide paid annual leave. Generally, leave begins at 2 weeks and may extend to as much as 6 weeks based on an employee's years of service. Thirteen of 42 agencies distinguish between vacation leave for professional and support staff.

- All 42 agencies provide paid holiday leave, averaging 11 days.

- All 42 agencies provide medical benefits. Twenty-five or 61% provide 100% coverage to single employees. Twenty agencies (49%) provide over 50% coverage for the employee's family.

- Sixty-seven percent (28 of 42) of the reporting agencies provide dental benefits to staff. Nineteen of the 28 provide over 80% of coverage to single employees.

- Cafeteria or Section 125 plans are not widely used by SHEEO agencies; only 24% report offering this type of benefits plan.

- Seventy-nine percent of SHEEO agencies provide long-term disability insurance; SHEEO agency staff in 50% of the reported cases are provided short-term disability coverage.

- Forty percent of the agencies provide employer-paid individual life insurance; 81% provide group life insurance.

- Transportation, parking, or benefits relating to health clubs or wellness programs are generally not provided by state higher education offices. Only 5 of 42 assist employees with transportation costs, 11 provide limited paid parking, and 6 agencies provide health or wellness programs, normally at the employee's expense.

- Only 16 agencies (38%) provide bonuses or other "non-base" forms of compensation.

Retirement Programs

The staff of SHEEO agencies retire with benefits, usually from joint contributions of both the employer and employee (Tables 20-27). Agency participation in the plans tends to be mandatory. A majority of states offer more than one retirement plan to SHEEO agency staff and most plans provide options for early retirement. The following are some highlights of retirement benefits and how they are administered:

- Seventy-one percent of the respondents offer staff a "defined benefit"[3] retirement program. These programs are generally provided by state retirement systems.

- Seventy-six percent of SHEEO agencies provide staff a "defined contribution" retirement program. This program allows both the employer and employee to contribute to the plan during the course of employment.

- Most agencies allow staff options of retirement plans. Ninety percent offer plans through the state retirement systems; 57% offer staff tax deferred annuities; 55% offer plans through TIAA/CREF.

- Sixty-four percent allow for early retirement beginning at age 55 with a certain designated number of years of service and reduced benefits.

Conclusion

Both sections of the survey, the organization personnel policies and the individual staff profiles, examined together provide a picture of the policies that motivate state higher education agency personnel. The results of the individual survey show how agency management and their staff view their work, their work environment and their opportunities for professional growth. The organizational survey shows whether agency policies provide tangible benefits and opportunities for professional growth, and to what extent the benefits of those policies can be taken advantage of by agency staff.

SHEEO agencies, for the most part, are characterized by their relatively small size and flat organizational structures. Turnover among professional staff is low leaving few

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[3] The SHEEO survey referred to "deferred benefit" and "deferred contribution" retirement programs, but our intent was to request information for "defined benefit" and "defined contribution" plans. "Defined benefit" plans determine benefits by using a formula based on, for example, the participant's age, years of service, or salary at some point during employment multiplied by a certain percentage of interest. "Defined contribution" plans are based on contributions made either by the participant or the employer on behalf of the participant (or both) during the employment years. Benefits depend upon the actual equity accrued through the investment programs selected.

opportunities for advancement within the organization. Many individual staff believe that, despite the size of their organizations, they operate in relative isolation from their colleagues. All of these factors argue for attention to the internal work environment if organizational productivity is to be improved and individual personal goals for achievement are to be satisfied.

We know that salary is the greatest motivating factor for job change among professional staff. But SHEEOs may not have the flexibility to make decisions relative to the salary they pay their staff. Among most SHEEO agencies salary of professional staff is generally determined by state personnel offices. Governing boards tend to have more authority to develop the salary ranges of their professional personnel.

Another motivating factor for job change is the benefits package offered by the employer. SHEEO staff have comprehensive benefits packages which include medical, dental, disability insurance (both long- and short-term), group life insurance and retirement benefits. These benefits are available to all staff with limited restrictions.

The data from the surveys from both the professional staff and the SHEEO agencies are clear that professional development opportunities in the SHEEO agencies are limited primarily to travel opportunities. The staff survey indicates that there is a demand but little opportunity for professional development through paid leaves, summer institutes or consulting. The organizational survey of policies confirms this. Most agencies do not provide for paid sabbaticals nor professional exchanges with institutions. Given the relative lack of experience of many SHEEO staff in institutions, such exchanges may be critical to development efforts.

The reasons for these limitations may be due in part to budget constraints and the size of the organizations. Only 9 out of 42 agencies have a budget for professional staff development separate from travel. In addition, the majority of these agencies operate with small staffs of under 50 people (support and professional). This prevents staff from being away from the office for extended periods of time.

When asked what sources for professional development were most important, SHEEO professional staff responded overwhelmingly an "exciting work environment." Yet the approach to staff development is primarily external (i.e., opportunities for travel to professional meetings). Equally important may be the environment back home. This is especially true given the lack of opportunity for advancement within many SHEEO agencies and the importance of "group" products in state coordinating and governing boards. The development of a highly cohesive staff which is focused on the problem at hand and highly motivated to get results should be the focus of these internal staff development efforts. One way that this type of environment may be developed is through in-house seminars and workshops. These forums would allow staff to share information and learn of emerging issues. In the agencies where seminars and workshops are being used, such topics as strategic planning and current issues are being included. Another way to enhance professional development in the workplace might be to provide for faculty/staff exchanges or job sharing between institution faculty and agency staff.

While the "big issues" of strategic planning and national developments have great appeal to staff, SHEEO agencies should not neglect the more personal and problematic interpersonal relationships which create friction and lower productivity. Furthermore, support staff are too seldom included in discussions of either the strategic planning issues or discussions about the work environment. Yet their job satisfaction and productivity are major factors in the organization's success or lack of it.

APPENDIX A

Table A
Background Characteristics

	ALL (N=322)	CEOs (N=29)
Age		
25-40	32.0%	7.0%
41-50	43.0%	52.0%
51-60	22.0%	31.0%
61-over	2.5%	10.0%
Sex		
Male	60.0%	86.0%
Female	40.0%	14.0%
Race		
Black	7.6%	3.6%
White	89.9%	96.4%
Hispanic	1.6%	---
Native American	0.3%	---
Asian/South Pacific	0.6%	---
Education		
Less than baccalaureate	3.0%	---
Baccalaureate	19.0%	4.0%
Master's	28.0%	---
Doctorate	47.0%	96.0%
Law or other	3.0%	---
Previous Employment		
State government	23.0%	24.0%
Higher education institutions	53.0%	76.0%
Other	24.0%	---

Table B
Career Paths

	ALL	CEOs
Average number of years in		
current position	4.8	4.5
with current employer	7.2	6.6
higher education	14.0	20.0
Previous employer (primary)		
state government	23.0%	24.0%
higher education institutions	53.0%	76.0%
other	24.0%	---
Expect to leave job within		
next 12 months	8.0%	14.0%
next 1-2 years	18.0%	14.0%
no current plans	73.0%	72.0%
Replacement would come from		
internal promotion	16.0%	4.0%
candidates -- in-state	45.0%	21.0%
candidates -- nationally	39.0%	75.0%
"If I were to change jobs, I would like"		
similar responsibilities with different employer	12.0%	23.0%
a promotion with current employer	23.0%	4.0%
a promotion in a similar agency	10.0%	---
a campus-based position	45.0%	69.0%
a position outside of higher education	8.0%	4.0%
a position with state government	2.0%	---

Table C
Job Satisfaction/Opportunities for Advancement

	ALL	CEOs
Opportunities for advancement with current employer		
Severely limited	63.0%	---
Moderate	33.0%	---
Significant and attractive	4.0%	---
Overall job satisfaction		
Low	5.0%	---
Moderate	32.0%	7.0%
High	63.0%	93.0%

Table D
Factors Ranked "Very Important" in Accepting New Position

	ALL	CEOs
Salary	63%	39%
Opportunity for advancement	54%	26%
Geographic area	50%	56%
Benefits/retirement program	43%	36%
Housing costs	33%	37%
Opportunity for working spouse	31%	28%
Job security	28%	12%
Job content	19%	29%
Paid moving expenses	19%	32%
Institutional affiliation	9%	19%
Different colleagues	5%	---

Table E
Work Environment

How would you characterize the opportunities for professional growth and development in your current position

	ALL	CEOs
Minimal or nonexistent	28.2%	6.9%
Adequate	63.3%	79.3%
Exceptional	8.5%	20.7%

Which statement best describes the work environment in your agency?

	ALL	CEOs
Staff operate alone	21.5%	6.9%
Units operate as a team, but independent of other units	63.1%	44.8%
Staff as a whole is highly integrated and focused	15.5%	48.3%

Table F
Professional Development Activities

	ALL	CEOs
Activities engaged in "occasionally or often"		
Informal exchange with colleagues	96.0%	100.0%
Seminars, presentations within agencies	45.0%	55.0%
Short courses, in-state meetings	72.0%	74.0%
National meetings out-of-state	73.0%	82.0%
Number of professional meetings attended		
In-state	4.5	4.6
Out-of-state	2.3	3.1
Have you attended a summer institute?		
Yes	22.0% (72)	35.0% (10)
Who Paid?		
Employer	94.0%	100.0%
Would you be interested in attending such an institute?		
Yes	86.0% (217)	75.0% (15)
Do you engage in paid outside consulting?		
Yes	21.0%	34.0%
Interested in campus exchange or paid leave of absence?		
Yes	78.0%	48.0%
Participated in such a program?		
Yes	3.0%	3.0%
Interest in job sharing?		
Yes	23.0%	14.0%
Currently job share?	3.0% (10)	0.0%

Table G
Research, Writing, Presentations

	ALL	CEOs
Published books	9%	17%
Published articles	35%	69%
Formal oral presentations	75%	93%

Table H
Professional Development Benefits Desired/
Constraints on Obtaining

	ALL	CEOs
Sources of professional development ranked "very important"		
Literature	34.0%	41.0%
Exciting work environment	80.0%	83.0%
"Outside exposure"	45.0%	31.0%
Regional and national meetings	36.0%	38.0%
Writing and publishing	12.0%	7.0%
Types of professional development desired as "very important"		
Interpersonal skills	28.5%	15.4%
Intra-personal skills	36.0%	7.7%
Technical skills	34.4%	19.2%
Information exchange	60.4%	65.4%
Strategic planning	69.0%	76.9%
Professional benefits ranked "very important"		
Paid tuition and fees to credit courses	36.0%	7.0%
Travel to out-of-state meetings	59.0%	59.0%
State retreats and in-house activities	33.0%	41.0%
"Exposure" in the state	37.0%	31.0%
Constraints on professional development (% indicating "somewhat" or "major problem")		
Own motivation/interest	23.0%	17.0%
Agency budget	75.0%	52.0%
Supervisor's attitude	19.0%	4.0%
Time available, personal demands	62.0%	79.0%
Time available, professional demands	81.0%	90.0%
Agency policies	39.0%	21.0%

APPENDIX B

Table 1
Summary of State Higher Education Agency Staffing
for All States, Coordinating Boards and Governing Boards

State Higher Education Agencies	Professional Mean	Professional Range	Support Mean	Support Range	Total Mean	Total Range
Total SHEEO Staff	(N=42)		(N=42)		(N=42)[4]	
All States	28.4	1-207	25.9	1-192	54.4	2-399
Governing Boards	21.8	5-59	16.38	3-42.77	38.2	12-91.75
Coordinating Boards	33.4	1-207	33.10	1-192	66.5	2-399
a. Management	(N=42)		(N=38)		(N=42)	
All States	2.24	1-11	2.19	.5-6.4	4.23	1-14
Governing Boards	2.24	1-11	1.96	1-6.4	4.09	1-14
Coordinating Boards	2.25	1-4	2.38	.5-5	4.33	1-8
b. Academic Affairs	(N=36)		(N=33)		(N=36)	
All States	6.34	1-47	3.60	.5-21	9.64	1-68
Governing Boards	3.15	1-11	2.02	.5-8	5.06	1-18
Coordinating Boards	9.53	1-47	5.28	1-21	14.22	1-68
c. Planning/Research/Information Systems	(N=38)		(N=29)		(N=38)	
All States	5.28	.5-23	2.35	.25-25	7.07	.5-25
Governing Boards	4.5	1-20.25	2.13	.5-5.75	6.13	1-23.25
Coordinating Boards	11.81	.5-23	2.53	.25-10	7.83	.5-25

[4] The number (N) for all states reporting staff is listed in this summary. To determine the numeric breakdown of coordinating or governing boards reporting staff in a given category, please refer to tables 2a through 2i. The mean scores for professional, support and total staff were calculated by adding the total number of staff reported in a given category divided by the number of states reporting such staff.

Table 1, continued

State Higher Education Agencies	Professional Mean	Professional Range	Support Mean	Support Range	Total Mean	Total Range
d. Fiscal Affairs	(N=37)		(N=33)		(N=37)	
All States	5.95	.5-51.85	2.65	.5-14	8.31	.5-60.52
Governing Boards	8.2	.6-51.85	3.43	.6-14	11.44	1.2-60.52
Coordinating Boards	3.82	.5-13	1.83	.5-7	5.36	.5-20
e. Facilities/Capital Budgets	(N=31)		(N=21)		(N=31)	
All States	2.22	.1-9.31	1.69	.1-6	3.37	.2-14.91
Governing Boards	2.26	.1-9.31	2.12	.1-6	3.75	.2-14.91
Coordinating Boards	2.18	.5-7	1.13	.2-4	2.91	1-11
f. State Student Financial Aid Programs	(N=24)		(N=23)		(N=24)	
All States	6.27	.1-40	15.73	.1-116	21.35	.6-156
Governing Boards	2.06	.1-9	1.45	.1-3	3.37	.6-11
Coordinating Boards	9.29	1.5-40	24.9	.5-116	34.19	.2-156
g. Public Relations, Communications; Legislative Affairs	(N=34)		(N=23)		(N=34)	
All States	1.83	.5-8.8	1.44	.25-4	2.80	.5-11.8
Governing Boards	2.08	.6-8.8	1.14	.25-3	2.80	.9-11.8
Coordinating Boards	1.66	.5-5	1.71	.5-5	2.80	.5-9
h. General Administrative Support	(N=26)		(N=30)		(N=34)	
All States	4.19	.5-23.1	6.06	.75-51	8.55	1-55
Governing Boards	6.34	1-23.1	4.25	1-13.5	7.5	1-33.6
Coordinating Boards	3.24	.5-17	7.11	.75-51	9.21	1-55

Table 2
Staffing -- Total Number of FTE personnel in core functions
(full- and part-time)

All States[5] (N=42)	Professional	Support	Total
Alabama	34.0	73.0	107.0
Arizona	**30.0**	**14.0**	**44.0**
Arkansas	18.0	8.0	26.0
California	34.0	17.0	51.0
Colorado	18.0	10.0	28.0
Connecticut	34.0	19.0	53.0
Delaware	4.0	2.0	6.0
District of Columbia	9.0	5.0	14.0
Florida	5.0	3.0	8.0
Georgia	**58.0**	**33.75**	**91.75**
Idaho	**11.0**	**3.0**	**14.0**
Illinois	23.5	12.0	35.5
Iowa	**12.8**	**8.0**	**20.8**
Kansas	**14.0**	**7.0**	**21.0**
Louisiana	22.0	9.0	31.0
Maine	**44.0**	**39.0**	**83.0**
Maryland	33.0	24.0	57.0
Massachusetts	**59.0**	**19.0**	**78.0**
Michigan	48.0	106.0	154.0
Minnesota	41.0	35.0	76.0
Mississippi	**15.75**	**20.5**	**36.25**
Missouri	21.5	9.0	30.5
Montana	**13.5**	**8.0**	**21.5**
Nebraska	1.0	1.0	2.0
Nevada	**24.5**	**13.0**	**37.5**
New Hampshire	**7.0**	**7.0**	**14.0**
New Jersey	207.0	192.0	399.0
North Dakota	**5.0**	**14.0**	**19.0**
Oklahoma	42.0	40.0	82.0
Oregon	5.5	4.0	9.5
Pennsylvania	52.0	33.0	85.0
Rhode Island	**23.0**	**10.0**	**33.0**
South Carolina	20.25	6.5	26.75
South Dakota	**8.0**	**4.0**	**12.0**
Tennessee	19.0	7.0	26.0
Texas	66.0	154.0	220.0
Utah	**19.1**	**4.8**	**23.9**
Vermont	**9.0**	**20.0**	**29.0**
Virginia	40.0	24.0	64.0
West Virginia	**28.38**	**27.07**	**55.45**
Wisconsin	**11.0**	**42.77**	**53.77**
Wyoming	3.0	1.0	4.0

[5] Bolded states are governing boards, all other states are coordinating boards.

Table 2a
Staffing -- Management (deputies, CEOs)

All States[6] (N=42)	Professional	Support	Total
Alabama	3.0	5.0	8.0
Arizona	**1.0**	**2.0**	**3.0**
Arkansas	2.0	2.0	4.0
California	4.0	4.0	8.0
Colorado	1.5	1.0	2.5
Connecticut	3.0	2.5	5.5
Delaware	1.0	0.5	1.5
District of Columbia	2.0	1.0	3.0
Florida	2.0	0.0	2.0
Georgia	**2.0**	**4.0**	**6.0**
Idaho	**1.0**	**0.0**	**1.0**
Illinois	4.0	0.0	4.0
Iowa	**1.3**	**1.0**	**2.3**
Kansas	**1.0**	**1.0**	**2.0**
Louisiana	2.0	2.0	4.0
Maine	**1.0**	**1.0**	**2.0**
Maryland	2.0	2.0	4.0
Massachusetts	**4.0**	**3.0**	**7.0**
Michigan	2.0	2.0	4.0
Minnesota	3.0	3.0	6.0
Mississippi	**3.0**	**3.0**	**6.0**
Missouri	3.0	2.0	5.0
Montana	**1.0**	**1.0**	**2.0**
Nebraska	1.0	1.0	2.0
Nevada	**3.0**	**2.0**	**5.0**
New Hampshire	**1.0**	**1.0**	**2.0**
New Jersey	3.0	3.0	6.0
North Dakota	**1.0**	**1.0**	**2.0**
Oklahoma	4.0	4.0	8.0
Oregon	1.0	1.0	2.0
Pennsylvania	2.0	3.0	5.0
Rhode Island	**1.0**	**1.0**	**2.0**
South Carolina	1.0	3.0	4.0
South Dakota	**1.0**	**1.0**	**2.0**
Tennessee	1.5	1.0	2.5
Texas	**2.0**	**4.0**	**6.0**
Utah	**2.0**	**1.0**	**3.0**
Vermont	**1.0**	**1.0**	**2.0**
Virginia	3.0	3.0	6.0
West Virginia	**4.0**	**6.4**	**10.4**
Wisconsin	**11.0**	**3.0**	**14.0**
Wyoming	1.0	0.0	1.0

[6] Bolded states are governing boards, all other states are coordinating boards.

Table 2b
Staffing -- Academic Affairs

All States[7] (N=42)	Professional	Support	Total
Alabama	8.0	4.0	12.0
Arizona	**1.0**	**2.0**	**3.0**
Arkansas	2.5	1.0	3.5
California	0.0	0.0	0.0
Colorado	4.0	1.0	5.0
Connecticut	7.0	4.0	11.0
Delaware	0.0	0.0	0.0
District of Columbia	0.0	0.0	0.0
Florida	0.0	0.0	0.0
Georgia	**5.0**	**5.0**	**10.0**
Idaho	**2.0**	**1.0**	**3.0**
Illinois	7.0	3.0	10.0
Iowa	**1.4**	**1.0**	**2.4**
Kansas	**3.0**	**1.0**	**4.0**
Louisiana	4.0	1.0	5.0
Maine	**8.0**	**3.0**	**11.0**
Maryland	3.0	1.0	4.0
Massachusetts	**11.0**	**4.0**	**15.0**
Michigan	8.0	5.0	13.0
Minnesota	4.0	2.0	6.0
Mississippi	**1.0**	**1.5**	**2.5**
Missouri	4.0	0.0	4.0
Montana	**1.0**	**0.5**	**1.5**
Nebraska	0.0	0.0	0.0
Nevada	**3.75**	**1.5**	**5.25**
New Hampshire	**1.0**	**1.0**	**2.0**
New Jersey	47.0	21.0	68.0
North Dakota	**1.0**	**1.0**	**2.0**
Oklahoma	4.0	3.0	7.0
Oregon	0.0	0.0	0.0
Pennsylvania	23.0	12.0	35.0
Rhode Island	**1.0**	**1.0**	**2.0**
South Carolina	6.0	2.5	8.5
South Dakota	**1.0**	**1.0**	**2.0**
Tennessee	5.0	1.0	6.0
Texas	27.0	21.0	48.0
Utah	**3.6**	**0.9**	**4.5**
Vermont	**1.0**	**1.0**	**2.0**
Virginia	7.0	2.0	9.0
West Virginia	**1.0**	**0.0**	**1.0**
Wisconsin	**10.0**	**8.0**	**18.0**
Wyoming	1.0	0.0	1.0

[7] Bolded states are governing boards, all other states are coordinating boards.

Table 2c
Staffing -- Planning/Research/Information Systems

All States[8] (N=42)	Professional	Support	Total
Alabama	4.0	3.0	7.0
Arizona	**5.0**	**1.0**	**6.0**
Arkansas	2.5	1.0	3.5
California	23.0	2.0	25.0
Colorado	3.0	0.0	3.0
Connecticut	7.0	2.0	9.0
Delaware	0.0	0.0	0.0
District of Columbia	2.0	1.0	3.0
Florida	3.0	0.0	3.0
Georgia	**13.0**	**5.75**	**18.75**
Idaho	**1.0**	**0.0**	**1.0**
Illinois[9]	3.5	1.0	4.5
Iowa	**1.1**	**0.0**	**1.1**
Kansas[10]	**3.0**	**1.0**	**4.0**
Louisiana	3.0	1.0	4.0
Maine	**0.0**	**0.0**	**0.0**
Maryland	7.0	2.0	9.0
Massachusetts	**11.0**	**4.0**	**15.0**
Michigan	5.0	3.0	8.0
Minnesota	15.0	2.0	17.0
Mississippi	**2.0**	**3.0**	**5.0**
Missouri	4.0	2.0	6.0
Montana	**1.0**	**0.5**	**1.5**
Nebraska	0.0	0.0	0.0
Nevada[11]	**3.75**	**1.5**	**5.25**
New Hampshire	**1.0**	**1.0**	**2.0**
New Jersey	13.0	6.0	19.0
North Dakota	**1.0**	**0.0**	**1.0**
Oklahoma	3.0	2.25	5.25
Oregon	5.5	0.25	5.75
Pennsylvania	2.0	0.0	2.0
Rhode Island	**7.0**	**2.0**	**9.0**
South Carolina	3.0	0.0	3.0
South Dakota	**1.0**	**1.0**	**2.0**
Tennessee	0.5	0.0	0.5
Texas	5.0	10.0	15.0
Utah	**1.4**	**0.9**	**2.3**
Vermont	1.0	0.0	1.0

[8] Bolded states are governing boards, all other states are coordinating boards.

[9] Includes only Information Systems.

[10] Combines Fiscal Affairs with Planning, Research and Information Systems.

[11] Combines Academic Affairs with Planning, Research and Information Systems.

Table 2c, continued

	Professional	Support	Total
Virginia	10.0	2.0	12.0
West Virginia	3.0	3.0	6.0
Wisconsin	20.25	3.0	23.25
Wyoming	0.0	0.0	0.0

Table 2d
Staffing -- Fiscal Affairs

All States[12] (N=42)	Professional	Support	Total
Alabama	0.0	0.0	0.0
Arizona	**10.0**	**4.0**	**14.0**
Arkansas	2.0	0.5	2.5
California	1.0	0.0	1.0
Colorado	2.5	0.5	3.0
Connecticut	5.0	2.0	7.0
Delaware	0.5	1.0	1.5
District of Columbia	0.0	0.0	0.0
Florida	0.0	0.0	0.0
Georgia	**21.0**	**4.0**	**25.0**
Idaho	**3.0**	**0.0**	**3.0**
Illinois	4.0	1.5	5.5
Iowa	**2.4**	**1.0**	**3.4**
Kansas	**3.0**	**1.0**	**4.0**
Louisiana	4.0	0.8	4.8
Maine	**9.0**	**14.0**	**23.0**
Maryland	4.0	1.0	5.0
Massachusetts	**13.0**	**2.0**	**15.0**
Michigan	0.0	0.0	0.0
Minnesota	6.0	2.0	8.0
Mississippi	**3.0**	**5.0**	**8.0**
Missouri	2.0	1.0	3.0
Montana	**5.0**	**2.0**	**7.0**
Nebraska	0.0	0.0	0.0
Nevada	**9.0**	**4.0**	**13.0**
New Hampshire	**1.0**	**1.0**	**2.0**
New Jersey	9.0	4.0	13.0
North Dakota	**0.6**	**0.6**	**1.2**
Oklahoma	13.0	7.0	20.0
Oregon	0.5	0.0	0.5
Pennsylvania	2.0	1.0	3.0
Rhode Island	**5.75**	**3.0**	**8.75**
South Carolina	4.0	1.0	5.0
South Dakota	**1.0**	**1.0**	**2.0**
Tennessee	5.0	1.0	6.0
Texas	5.0	4.0	9.0
Utah	**6.0**	**1.0**	**7.0**
Vermont	**2.0**	**3.0**	**5.0**
Virginia	2.0	1.0	3.0
West Virginia	**1.0**	**3.0**	**4.0**
Wisconsin	**51.85**	**8.67**	**60.52**
Wyoming	1.0	0.0	1.0

[12] Bolded states are governing boards, all other states are coordinating boards.

Table 2e
Staffing -- Facilities/Capital Budgets

All States[13] (N=42)	Professional	Support	Total
Alabama	0.0	0.0	0.0
Arizona	**1.0**	**0.5**	**1.5**
Arkansas	2.0	0.5	2.5
California	0.0	0.0	0.0
Colorado	2.0	0.5	2.5
Connecticut	3.0	1.5	4.5
Delaware	0.0	0.0	0.0
District of Columbia	0.0	0.0	0.0
Florida	0.0	0.0	0.0
Georgia	**7.0**	**3.0**	**10.0**
Idaho	**1.0**	**0.0**	**1.0**
Illinois	0.5	0.5	1.0
Iowa	**1.0**	**1.0**	**2.0**
Kansas	**1.0**	**1.0**	**2.0**
Louisiana	1.0	0.2	1.2
Maine	**7.0**	**6.0**	**13.0**
Maryland	2.0	1.0	3.0
Massachusetts	**2.0**	**1.0**	**3.0**
Michigan	0.0	0.0	0.0
Minnesota	0.0	0.0	0.0
Mississippi	**2.0**	**1.0**	**3.0**
Missouri	3.0	0.0	3.0
Montana	**0.25**	**0.0**	**0.25**
Nebraska	0.0	0.0	0.0
Nevada	**0.0**	**0.0**	**0.0**
New Hampshire	**1.0**	**1.0**	**2.0**
New Jersey	2.0	1.0	3.0
North Dakota	**0.1**	**0.1**	**0.2**
Oklahoma	1.0	0.0	1.0
Oregon	0.0	0.0	0.0
Pennsylvania	1.0	0.0	1.0
Rhode Island	**0.25**	**0.0**	**0.25**
South Carolina	2.0	0.0	2.0
South Dakota	**1.0**	**0.0**	**1.0**
Tennessee	**1.0**	**0.0**	**1.0**
Texas	3.0	1.0	4.0
Utah	**0.5**	**0.2**	**0.7**
Vermont	**1.0**	**0.0**	**1.0**
Virginia	7.0	4.0	11.0
West Virginia	**3.0**	**5.0**	**8.0**
Wisconsin	**9.31**	**5.60**	**14.91**
Wyoming	0.0	0.0	0.0

[13] Bolded states are governing boards, all other states are coordinating boards.

Table 2f

Staffing -- State Student Financial Aid Programs

All States[14] (N=42)	Professional	Support	Total
Alabama	15.0	56.0	71.0
Arizona	**2.0**	**2.0**	**4.0**
Arkansas	3.0	2.0	5.0
California	0.0	0.0	0.0
Colorado	3.0	0.5	3.5
Connecticut	3.0	2.0	5.0
Delaware	1.5	0.5	2.0
District of Columbia	4.0	1.0	5.0
Florida	0.0	0.0	0.0
Georgia	**0.0**	**0.0**	**0.0**
Idaho	**0.1**	**1.0**	**1.1**
Illinois	0.0	0.0	0.0
Iowa	**0.0**	**0.0**	**0.0**
Kansas	**1.0**	**1.0**	**2.0**
Louisiana	0.0	0.0	0.0
Maine	**1.0**	**1.0**	**2.0**
Maryland	5.0	10.0	15.0
Massachusetts	**9.0**	**2.0**	**11.0**
Michigan	28.0	81.0	109.0
Minnesota	5.0	20.0	25.0
Mississippi	**1.25**	**3.0**	**4.25**
Missouri	3.5	0.6	4.1
Montana	**0.25**	**0.0**	**0.25**
Nebraska	0.0	0.0	0.0
Nevada	**0.0**	**0.0**	**0.0**
New Hampshire	**0.0**	**0.0**	**0.0**
New Jersey	40.0	116.0	156.0
North Dakota	**1.0**	**0.5**	**1.5**
Oklahoma	2.0	2.0	4.0
Oregon	0.0	0.0	0.0
Pennsylvania	0.0	0.0	0.0
Rhode Island	**0.0**	**0.0**	**0.0**
South Carolina	0.0	0.0	0.0
South Dakota	**0.0**	**0.0**	**0.0**
Tennessee	0.0	0.0	0.0
Texas	14.0	52.0	66.0
Utah	**0.5**	**0.1**	**0.6**
Vermont	**0.0**	**0.0**	**0.0**
Virginia	3.0	5.0	8.0
West Virginia	**4.5**	**2.5**	**7.0**
Wisconsin	**0.0**	**0.0**	**0.0**
Wyoming	0.0	0.0	0.0

[14] Bolded states are governing boards, all other states are coordinating boards.

Table 2g

Staffing -- Public Relations/Communications/Legislative Affairs

All States[15] (N=42)	Professional	Support	Total
Alabama	2.0	1.0	3.0
Arizona	**2.0**	**1.0**	**3.0**
Arkansas	0.5	0.0	0.5
California	2.0	1.0	3.0
Colorado	1.0	0.5	1.5
Connecticut	2.0	1.5	3.5
Delaware	0.0	0.0	0.0
District of Columbia	0.0	0.0	0.0
Florida	0.0	0.0	0.0
Georgia	**3.0**	**2.0**	**5.0**
Idaho	**0.9**	**0.0**	**0.9**
Illinois	1.5	1.0	2.5
Iowa	**0.6**	**1.0**	**1.6**
Kansas[16]	**2.0**	**1.0**	**3.0**
Louisiana	1.0	1.0	2.0
Maine	**2.0**	**0.5**	**2.5**
Maryland	1.0	1.0	2.0
Massachusetts	**2.0**	**0.0**	**2.0**
Michigan	0.0	0.0	0.0
Minnesota	2.0	1.0	3.0
Mississippi	**1.0**	**1.0**	**2.0**
Missouri	1.0	0.0	1.0
Montana	**0.0**	**0.0**	**0.0**
Nebraska	0.0	0.0	0.0
Nevada	**1.0**	**0.5**	**1.5**
New Hampshire	**2.0**	**2.0**	**4.0**
New Jersey	5.0	4.0	9.0
North Dakota	**0.0**	**0.0**	**0.0**
Oklahoma	2.0	1.0	3.0
Oregon	0.5	0.0	0.5
Pennsylvania	1.0	0.0	1.0
Rhode Island	**2.0**	**0.25**	**2.25**
South Carolina	1.0	0.0	1.0
South Dakota	**1.0**	**0.0**	**1.0**
Tennessee	2.4	2.5	4.9
Texas	2.0	5.0	7.0
Utah	**1.0**	**0.3**	**1.3**
Vermont	**1.0**	**0.0**	**1.0**
Virginia	2.0	0.0	2.0
West Virginia	**2.0**	**0.0**	**2.0**
Wisconsin	**8.8**	**3.0**	**11.8**
Wyoming	0.0	0.0	0.0

[15] Bolded states are governing boards, all other states are coordinating boards.

[16] Combines legal affairs with legislative affairs. Does not include public relations or communications.

Table 2h
Staffing -- General Administrative Support

All States[17] (N=42)	Professional	Support	Total
Alabama	2.0	4.0	6.0
Arizona	**2.0**	**0.0**	**2.0**
Arkansas	2.5	1.0	3.5
California	4.0	10.0	14.0
Colorado	1.0	6.0	7.0
Connecticut	1.0	2.0	3.0
Delaware	1.0	0.0	1.0
District of Columbia	0.0	2.0	2.0
Florida	0.0	3.0	3.0
Georgia	**2.0**	**3.0**	**5.0**
Idaho	**0.0**	**1.0**	**1.0**
Illinois	3.0	5.0	8.0
Iowa	**1.0**	**3.0**	**4.0**
Kansas	**0.0**	**0.0**	**0.0**
Louisiana	0.0	0.0	0.0
Maine[18]	**16.0**	**13.5**	**29.5**
Maryland	1.0	4.0	5.0
Massachusetts	**0.0**	**0.0**	**0.0**
Michigan	5.0	15.0	20.0
Minnesota	2.0	4.0	6.0
Mississippi	**2.5**	**3.0**	**5.5**
Missouri	1.0	3.4	4.4
Montana	**0.0**	**2.0**	**2.0**
Nebraska	0.0	0.0	0.0
Nevada	**0.0**	**2.5**	**2.5**
New Hampshire	**0.0**	**0.0**	**0.0**
New Jersey	17.0	11.0	28.0
North Dakota	**0.0**	**0.0**	**0.0**
Oklahoma	7.0	7.0	14.0
Oregon	0.5	0.75	1.25
Pennsylvania	0.0	0.0	0.0
Rhode Island	**1.0**	**2.25**	**3.25**
South Carolina	2.25	0.0	2.25
South Dakota	**0.0**	**0.0**	**0.0**
Tennessee	1.0	1.0	2.0
Texas	4.0	51.0	55.0
Utah	**3.1**	**0.0**	**3.1**
Vermont	**0.0**	**2.0**	**2.0**
Virginia	3.0	4.0	7.0
West Virginia	**0.0**	**4.0**	**4.0**
Wisconsin	**23.1**	**10.5**	**33.6**
Wyoming	0.0	1.0	1.0

[17] Bolded states are governing boards, all other states are coordinating boards.

[18] Includes Human Resources, Internal Audit, University Counsel, Clerk of the Board of Trustees.

Table 2i[19]
Other

	Professional	Support	Total
Access and Equity Program			
South Carolina	1.0	0.0	1.0
Administrative Assistant and Secretary to the Board			
Idaho	**1.0**	**0.0**	**1.0**
Louisiana	1.0	0.0	1.0
Bureau of Teacher Preparation and Certification			
Pennsylvania	21.0	17.0	38.0
Computer Acquisitions/Agency Data Processing			
Arkansas	1.0	0.0	1.0
New Jersey	39.0	15.0	54.0
North Dakota	**0.3**	**0.3**	**0.6**
Vermont	**1.0**	**9.0**	**10.0**
Desegregation			
Maryland	2.0	0.0	2.0
Educational Opportunity			
Connecticut	2.0	1.0	3.0
Iowa	**1.0**	**0.0**	**1.0**
Texas	3.0	4.0	7.0
Virginia	3.0	3.0	6.0
Wisconsin	**4.0**	**0.0**	**4.0**
Educational Outreach			
Oklahoma	3.0	2.0	5.0
"8q Trust Fund"			
Louisiana	6.0	3.0	9.0

[19] Bolded states are governing boards, all other states are coordinating boards.

Table 2i, continued

	Professional	Support	Total
Grants and Contracts			
Connecticut	1.0	0.5	1.5
Higher Education Insurance Program			
Texas	1.0	2.0	3.0
Human Resources			
Arizona	4.0	0.5	4.5
Iowa	3.0	0.0	3.0
Massachusetts	4.0	1.0	5.0
Montana[20]	2.0	1.0	3.0
Oklahoma	1.0	1.0	2.0
South Dakota	1.0	0.0	1.0
Institutional Affairs			
New Jersey	22.0	10.0	32.0
Internal Auditor			
Idaho	1.0	0.0	1.0
Rhode Island	3.0	0.0	3.0
Legal Affairs			
Arizona	2.0	1.0	3.0
Georgia	3.0	5.0	8.0
Massachusetts	3.0	2.0	5.0
Nevada	3.0	1.0	4.0
North Dakota	1.0	0.5	1.5
Rhode Island[21]	2.0	0.5	2.5
South Dakota	1.0	0.0	1.0
Wisconsin	3.0	1.0	4.0
Management Compliance Unit			
New Jersey	10.0	1.0	11.0
Program Administration			
Minnesota	4.0	1.0	5.0

[20] Includes legal affairs.

[21] Includes labor relations/human relations.

Table 2i, continued

	Professional	Support	Total
Proprietary Schools			
Maryland	6.0	2.0	8.0
Risk Management			
Nevada	1.0	0.0	1.0
Services and Minority Affairs			
Georgia	2.0	2.0	4.0
Southern Vermont Center			
Vermont	1.0	4.0	5.0
Special Programs			
District of Columbia	1.0	0.0	1.0
Student Affairs			
Oklahoma	1.0	1.0	2.0
West Virginia	5.28	1.5	6.78
Televised Instruction System			
Oklahoma	3.0	12.0	15.0
Training			
West Virginia	4.6	1.67	6.27
Veterans' Education Program			
Tennessee	2.6	0.5	3.1
Utah	1.0	0.4	1.4
Vocational/Technical Education			
Montana	3.0	1.0	4.0

Table 3

As an organization do you establish your own salary ranges and classification system? If not, who does?

All States[22] (N=42)	Professional	Clerical/Support
Alabama	No--Board of Commissioners	No--Board of Commissioners
Arizona	**Yes**	**Yes**
Arkansas	No--State	No--State
California	Yes[23] No--State	No--State
Colorado	Yes	No--State
Connecticut	Yes	No--State
Delaware	No--State	No-State
District of Columbia	No--State	No--State
Florida	No--State	No--State
Georgia	**Yes**	**Yes**
Idaho	**Yes**	**No--State**
Illinois	Yes	Yes[24]
Iowa	**Yes**	**Yes**
Kansas	**Yes**	**No--State**
Louisiana	Yes	No--State
Maine	**Yes**	**Yes**
Maryland	No--State	No--State
Massachusetts	**No--State**	**No--State**
Michigan	No--State	No--State
Minnesota	Yes	No--State
Mississippi	**Yes**	**Yes**
Missouri	Yes	Yes
Montana	**Yes**	**No--State**
Nebraska	No--State	No--State
Nevada	**Yes**	**No--State**
New Hampshire	**Yes**	**Yes**
New Jersey	No--State	No--State
North Dakota	**Yes**	**No--State**
Oklahoma	Yes	Yes
Oregon	No--State	No--State
Pennsylvania	No--State	No--State
Rhode Island	**Yes**	**No--State**
South Carolina	No--State	No--State
South Dakaota	**Yes[25]**	**No--State**
Tennessee	Yes	No--State

[22] Bolded states are governing boards, all other states are coordinating boards.

[23] Only for positions related for research and policy in postsecondary education.

[24] With approval from the State Universities Civil Service System.

[25] The Board of Regents sets the salary ranges for exempt positions only. Salary ranges and categories for non-exempt positions are established by the state.

Table 3, continued

	Professional	Clerical/Support
Texas	Yes	Yes
Utah	Yes	Yes
Vermont	Yes	Yes
Virginia	No--State	No--State
West Virginia	Yes[26]	No--State
Wisconsin	Yes[27]	No--State
Wyoming	No--State	No--State

[26] Professional positions under "non-classified" categories only. Salary ranges for professional positions categorized as "classified" are determined by state code.

[27] Unclassified professionals only. Salary ranges for classified professionals are determined by the state.

Table 4

Does your agency have a policy on paid consulting by agency staff?

All States[28] (N=42)	No Policy	Prohibited	On "Own Time"	Where No Conflict of Interest[29]
Alabama	x			
Arizona				x
Arkansas			x	x
California			x	x
Colorado				x
Connecticut	x		x	x
Delaware	x			
District of Columbia			x	x
Florida			x	x
Georgia			x	x
Idaho	x			
Illinois			x	x
Iowa			x	x
Kansas			x	x
Louisiana			x	
Maine				x
Maryland			x	x
Massachusetts			x	x
Michigan			x	
Minnesota			x	
Mississippi			x	x
Missouri				x
Montana			x	x
Nebraska			x	x
Nevada			x	x
New Hampshire				x
New Jersey			x	
North Dakota			x	
Oklahoma			x	x
Oregon	x			x
Pennsylvania				x
Rhode Island			x	x
South Carolina			x	x
South Dakota				x
Tennessee			x[30]	x
Texas			x	x

[28] Bolded states are governing boards, all other states are coordinating boards.

[29] Several states that allow for consulting as long as there is no conflict of interest require a reporting of substantial outside activities and assurances that board responsibilities are being met.

[30] Consulting may be done on commission time when it is beneficial to the commission and honorarium payments are made to the commission.

Table 4, continued

	No Policy	Prohibited	On "Own Time"	Where No Conflict of Interest
Utah				x[31]
Vermont			x	
Virginia				x
West Virginia				x
Wisconsin				x
Wyoming				x

[31] Professional staff are allowed two days a month for consulting or paid employment. Accumulated unused consulting time may not exceed six months.

Table 5

Does your agency have a policy on compensation for postsecondary teaching?

All States[32] (N=42)	No Policy	Compensation Prohibited	Time Release Provided	Other/Same as Consulting
Alabama		x		
Arizona	x			
Arkansas				x
California				x
Colorado	x			
Connecticut		x		
Delaware	x			
District of Columbia				x
Florida	x			
Georgia	x			
Idaho	x			
Illinois				x
Iowa				x
Kansas	x			x[33]
Louisiana	x			
Maine				x[34]
Maryland				x[35]
Massachusetts	x			
Michigan				x
Minnesota				x
Mississippi			x	
Missouri		x		
Montana	x			
Nebraska	x			
Nevada				x
New Hampshire	x			
New Jersey				x[36]
North Dakota			x	
Oklahoma		x		x[37]

[32] Bolded states are governing boards, all other states are coordinating boards.

[33] Subject to negotiation and approval.

[34] Subject to negotiation and approval.

[35] May teach at public but not private institutions. No release time is provided.

[36] Teaching is allowed as long as it does not constitute a conflict of interest, does not occur when an employee is expected to perform duties, and does not diminish an employee's efficiency in performing the primary work obligation.

[37] Participation is discouraged if the activity is perceived as a conflict of interest.

Table 5, continued

	No Policy	Compensation Prohibited	Time Release Provided	Other/Same as Consulting
Oregon				x[38]
Pennsylvania			x	
Rhode Island	x			
South Carolina	x			
South Dakota	x			
Tennessee				x[39]
Texas	x			
Utah			x	
Vermont	x			
Virginia	x			
West Virginia	x			
Wisconsin				x[40]
Wyoming			x	

[38] Teaching is allowed on own time.

[39] Teaching is allowed on own time provided a contract is secured between the commission and contractor.

[40] Teaching is allowed for a specific period of time under a contract. The contract controls compensation, credit load, etc.

Table 6

Does your agency permit "job sharing" (i.e., one job shared by two people)?

All States[41] (N=42)	No Policy	Yes	No
Alabama			x
Arizona			x
Arkansas			x
California		x	
Colorado			x
Connecticut		x	
Delaware			x
District of Columbia		x[42]	
Florida		x	
Georgia			x
Idaho			x
Illinois	x		
Iowa	x	x	
Kansas			x
Louisiana			x
Maine			x
Maryland	x		
Massachusetts			x
Michigan		x	
Minnesota		x	
Mississippi			x
Missouri			x
Montana	x		
Nebraska			x
Nevada		x	
New Hampshire		x	
New Jersey			x
North Dakota		x	
Oklahoma			x
Oregon		x	
Pennsylvania		x	
Rhode Island		x	
South Carolina			x
South Dakota			x
Tennessee		x[43]	
Texas		x	
Utah		x	
Vermont			x
Virginia	x		
West Virginia	x	x	

[41] Bolded states are governing boards, all other states are coordinating boards.

[42] Only to minimize adverse impact of reduction in workforce.

[43] Job sharing is allowed for part-time clerical staff.

Table 6, continued

	No Policy	Yes	No
Wisconsin		x	
Wyoming		x	

Table 7

Does your agency provide release time for work-related credit courses?

All States[44] (N=42)	No Policy	Yes	No
Alabama	x		
Arizona		x	
Arkansas		x	
California		x	
Colorado		x	
Connecticut		x	
Delaware		x	
District of Columbia		x	
Florida		x	
Georgia			x
Idaho		x	
Illinois			x
Iowa			x
Kansas		x	
Louisiana			x
Maine			x
Maryland			x
Massachusetts		x	
Michigan		x	
Minnesota		x	
Mississippi		x	
Missouri		x	
Montana	x		
Nebraska		x	
Nevada		x	
New Hampshire		x	
New Jersey		x	
North Dakota		x	
Oklahoma			x
Oregon		x	
Pennsylvania		x	
Rhode Island		x	
South Carolina		x	
South Dakota		x	
Tennessee		x	
Texas		x	
Utah		x	
Vermont			x
Virginia		x	
West Virginia			x
Wisconsin		x	
Wyoming		x	

[44] Bolded states are governing boards, all other states are coordinating boards.

Table 8

Does your agency reimburse employees for tuition and fee expenses?

All States[45] (N=42)	No Policy	Yes	No
Alabama		x[46]	
Arizona		x	
Arkansas		x[47]	
California		x[48]	
Colorado		x	
Connecticut		x[49]	
Delaware		x	
District of Columbia		x[50]	
Florida		x[51]	
Georgia			x
Idaho		x[52]	
Illinois		x[53]	
Iowa		x[54]	
Kansas		x[55]	
Louisiana			x
Maine		x[56]	

[45] Bolded states are governing boards, all other states are coordinating boards.

[46] If required by the job.

[47] If work-related credit courses.

[48] If job requires. Up to 50% if job or career related (consistent with bargaining unit contracts).

[49] For professional staff the courses must be related to the employee's professional growth, be reviewed by committee, and is subjected to availability of funds. For support staff covered under union contract, the courses must relate to state service and are subject to availability of funds.

[50] Courses must be work related and required for achieving agency goals.

[51] Employees are eligible to take up to 6 hours per term of tuition-free job related coursework on a space available basis at a state university.

[52] If course work is job related and requested by the agency.

[53] Permanent clerical/support staff with prior course approval can receive reimbursement for successful completion of up to six hours (or two courses) per semester.

[54] Must be primarily work related.

[55] Courses must be of value to the state or the state agency.

[56] Tuition is waived at system campuses for two courses per semester for full-time employees. Fees are paid by the employee.

Table 8, continued

	No Policy	Yes	No
Maryland		x[57]	
Massachusetts		x[58]	
Michigan		x[59]	
Minnesota		x[60]	
Mississippi		x	
Missouri		x[61]	
Montana		x[62]	
Nebraska		x[63]	
Nevada		x[64]	
New Hampshire		x[65]	
New Jersey		x[66]	
North Dakota	x[67]		
Oklahoma		x[68]	
Oregon		x[69]	
Pennsylvania		x[70]	

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[57] If funds are available. Priority is given to support staff for degree attainment.

[58] Any employee of the Board of Regents who is admitted at any public college or university shall be entitled to enroll without the payment of tuition.

[59] Must be job related and approved by supervisor.

[60] 100% reimbusement is provided for job-required education; 75% reimbusement for employee-initiated education.

[61] If the courses are job related and the supervisor requests that the employee takes them.

[62] General fees (not special fees, i.e., computer fees, lab fees, etc.) are waived for units of the university system if employed at least three-quarter time.

[63] 100% for classified staff pending satisfactory completion.

[64] Professional staff receive grant-in-aid. Support staff receive grant-in-aid for work related courses only.

[65] Employees may take up to five courses per year at the USNH at no cost.

[66] Must have completed one year of full time employment, complete the course with at least a "C" grade, and submit receipts for expenses.

[67] Must be more than .5 FTE.

[68] Proposed policy would reimburse employees with a minimum of one year successful tenure from 50% - 75% of General Enrollment Fees, based on the final grade in coursework.

[69] With evidence of a passing grade.

[70] If the course is specifically related to current job responsibilities.

Table 8, continued

	No Policy	Yes	No
Rhode Island		x[71]	
South Carolina			x
South Dakota			x
Tennessee		x[72]	
Texas		x[73]	
Utah		x[74]	
Vermont		x	
Virginia		x[75]	
West Virginia			x
Wisconsin		x[76]	
Wyoming			x

[71] Provides for tuition waivers.

[72] With approval from the Executive Director and the State Department of Personnel for job-related courses.

[73] With approval from the Commissioner of Higher Education.

[74] If worked out with the supervisor and is subject to availability of funds.

[75] Courses must be job related.

[76] With prior approval of the university; agreement on statement of job or career relatedness of coursework; evidence of having paid reimburseable fees; evidence of successful completion of coursework.

Table 9

Does your agency provide paid sabbaticals?

All States[77] (N=42)	No Policy	Yes	No
Alabama			x
Arizona			x
Arkansas			x
California			x
Colorado			x
Connecticut			x
Delaware			x
District of Columbia			x
Florida			x
Georgia			x
Idaho		x[78]	
Illinois			x
Iowa			x
Kansas			x
Louisiana			x
Maine		x[79]	
Maryland			x
Massachusetts		x[80]	
Michigan			x
Minnesota		x[81]	
Mississippi			x
Missouri			x
Montana		x[82]	
Nebraska			x
Nevada			x

[77] Bolded states are governing boards, all other states are coordinating boards.

[78] Employees seeking professional leave with compensation must commit to returning to service in the board office for a period of time equivalent to the paid professional leave. Should the employee fail to return and meet the service requirement, repayment of the compensation received during the professional leave will be required.

[79] Permits educational leave at half pay if the educational activity will benefit the institution and the employee.

[80] After two years of service in the system of higher education, an employee may be granted a paid leave of up to two months for an approved program of study, research, or professional development. After seven years of service the employee may be granted a leave of one-half year of full pay or full year at one-half pay.

[81] An employee must complete six consecutive years of full-time employment, compensation is one-half of the base salary.

[82] Employees are eligible after six years of service. Sabattical leave is subject to budget limitations. Employees may receive two-thirds of their salaries for the period of the sabbatical.

Table 9, continued

	No Policy	Yes	No
New Hampshire		x[83]	
New Jersey			x
North Dakota		x[84]	
Oklahoma			x
Oregon			x
Pennsylvania			x
Rhode Island		x[85]	
South Carolina			x
South Dakota		x[86]	
Tennessee			x
Texas			x
Utah			x[87]
Vermont		x[88]	
Virginia			x
West Virginia			x
Wisconsin		x[89]	
Wyoming			x

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[83] With pre-approval, on a case-by-case basis.

[84] On a case-by-case basis.

[85] Upon approval of the appointing authority, after completing six years of employment employees may be eligible to take a sabattical leave for the purpose of advanced study, independent research or pursuance of a higher academic degree. Such employee shall receive for a period of one year half pay, or for a period of up to six months full pay, with the understanding that such employee will return to his/her duties for at least one year upon termination of the leave.

[86] For exempt employees, sabbatical leave is the same as with faculty.

[87] Sabattical leaves are not granted as a general rule. However, a leave may be allowed under certain circumstances.

[88] For faculty only at campus institutions.

[89] The faculty member must agree to return to the institution from which leave was granted for at least one academic year after the sabbatical and repay any compensation received. Compensation is provided under the following guidelines: Up to 65% of full compensation for an academic year; up to 75% of full compensation for 2 quarters; up to maximum of full compensation for one semester.

Table 10

Does your agency allow unpaid leaves of absence?

All States[90] (N=42)	No Policy	Yes	No
Alabama		x[91]	
Arizona		x[92]	
Arkansas		x[93]	
California		x[94]	
Colorado		x[95]	
Connecticut		x[96]	
Delaware		x[97]	
District of Columbia		x[98]	
Florida		x[99]	
Georgia		x[100]	
Idaho		x[101]	
Illinois		x[102]	
Iowa		x	
Kansas	x[103]		

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[90] Bolded states are governing boards, all other states are coordinating boards.

[91] If justifiable, i.e., illness.

[92] For medical, parental and personal matters.

[93] Upon approval of the director, up to six months continuous.

[94] Must be requested in writing and approved by the executive director.

[95] With prior approval of the executive director for not more than one year.

[96] For maternity leave up to six months, for study up to six weeks, all other unpaid leave may be granted by the commissioner.

[97] For any reasonable purpose as judged by the agency head.

[98] For up to one year at the discretion of the agency head.

[99] Must be approved by the agency head. Leave may be for many reasons, i.e., maternity, not to exceed one year.

[100] Upon approval by the chancellor and the Board of Regents; determined on case-by-case basis.

[101] Must have prior approval of the executive director.

[102] Medical and family responsibility leaves with approval by the executive director.

[103] No formal policy exists, such leave is subject to negotiation with the executive director.

Table 10, continued

	No Policy	Yes	No
Louisiana		x[104]	
Maine		x[105]	
Maryland		x[106]	
Massachusetts		x[107]	
Michigan		x[108]	
Minnesota		x[109]	
Mississippi		x	
Missouri		x[110]	
Montana		x[111]	
Nebraska			x
Nevada		x[112]	
New Hampshire		x[113]	
New Jersey		x[114]	
North Dakota		x[115]	

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[104] Granted for periods of up to one year.

[105] Each requested leave is subject to approval. Leave may be requested for personal or educational purposes. If the leave is personal, the employee pays the cost of maintaining benefit coverage during the leave period.

[106] Governed by state policies, approval must be granted by the employer.

[107] Maternity leave of up to eight weeks. Parental leave of up to eight weeks to discharge one's responsibilities as the parent of a minor dependent child. Professional leave for approved purposes, i.e., advanced study, participation in an exchange or service in public office.

[108] Occasionally allowed when an employee is completing a degree or when there is indirect benefit to the employer.

[109] For disability, active military service, Vista, Peace Corps, personal and political reasons.

[110] Requires written request by the employee and the approval of the commissioner. May not be granted for more than 12 months. Granted for education, professional development or service, physical disability beyond sick or annual leave, extraordinary reasons.

[111] Must have been employed for two years prior to leave, may be granted for a number of reasons, i.e., education, related work experience. Employees granted leave may participate in group insurance plan on a self-pay basis.

[112] With approval of appointing authority.

[113] For periods of up to six months.

[114] Maternity leave up to one year; personal reasons up to three months; illness up to one year.

[115] On a case-by-case basis.

Table 10, continued

	No Policy	Yes	No
Oklahoma		x[116]	
Oregon		x[117]	
Pennsylvania		x[118]	
Rhode Island		x[119]	
South Carolina		x[120]	
South Dakota		x[121]	
Tennessee		x[122]	
Texas		x[123]	
Utah		x[124]	
Vermont		x[125]	
Virginia		x[126]	

[116] Restricted to when an employee is ill or an emergency exists and after the employee has exhausted vacation, sick and personal emergency leave days.

[117] Allowed for extended illness or approved study towards degree.

[118] For education, administrative, long-term training activities, exchange programs, and military service.

[119] The employee shall make application for such leave of absence in writing to his/her immediate supervisor who shall process the application; final approval is granted by the commissioner. A statement suggesting a plan for carrying on the work during the employee's absence will accompany the application. The same criteria applies for leave extensions.

[120] For extended disability.

[121] As needed.

[122] For educational leave.

[123] Under the following conditions: workload permits, all paid leave entitlements have been exhausted, and approval is granted by the division's deputy/assistant commissioner.

[124] Leaves are worked out with the supervisor. For a leave of up to six months, the employee may be reinstated to same or comparable position. For a leave of over six months and less than one year, there will be a good faith effort to reinstate the employee.

[125] With a written request. Terms of the leave are at the discretion of the president/chancellor.

[126] Granted at the discretion of the appointing authority for educational leave in excess of such leave allowable with pay, for purposes of annual and sick leave, for courses of study, and for military leave in excess of such leave allowable with pay.

Table 10, continued

	No Policy	Yes	No
West Virginia		x[127]	
Wisconsin		x[128]	
Wyoming		x	

[127] Full-time regular employees may apply in writing to the chancellor for leave which may not exceed one year. The chancellor may require prior approval of the supervisor. Upon expiration of the leave the employee will return to the same or similar position unless the position is no longer available due to reduction in workforce.

[128] Primarily for maternity or educational reasons. Also to serve in elected or appointed office for initial term.

Table 11

Is there a specific agency budget for professional staff development (separate from travel)?

All States[129] (N=42)	Yes	No	FY89 Budget	Activities Financed
Alabama		x		
Arizona		x		
Arkansas		x		
California	x		$ 4,000.00	Management institute Supervisory training EDP technical training seminars Workshops on health/career issues
Colorado		x		
Connecticut	x		$ 4,000.00	Tuition costs
Delaware		x		
District of Columbia		x		
Florida		x		
Georgia		x		
Idaho	x		**$ 1,300.00**	**Continuing education courses**
Illinois		x		
Iowa		x		
Kansas		x		
Louisiana		x		
Maine		x		
Maryland	x		$ 7,416.00	Tuition reimbursements
Massachusetts		x		
Michigan		x		
Minnesota		x		

[129] Bolded states are governing boards, all other states are coordinating boards.

Table 11, continued

	Yes	No	FY89 Budget	Activities Financed
Mississippi		x		
Missouri		x		
Montana		x		
Nebraska		x		
Nevada		x		
New Hampshire	x			
New Jersey	x		$31,000.00	Seminars Tuition reimbursement Training courses
North Dakota		x		
Oklahoma		x		
Oregon	x		$ 1,524.00	Seminars Work-related courses
Pennsylvania	x			Courses Training activities
Rhode Island		x		
South Carolina		x		
South Dakota		x		
Tennessee	x		$ 9,000.00	Staff development workshops Out-service training and development courses
Texas		x		
Utah		x		
Vermont		x		
Virginia		x		
West Virginia		x		

Table 11, continued

	Yes	No	FY89 Budget	Activities Financed
Wisconsin		x[130]		
Wyoming		x		

[130] Professional staff development is financed from the supplies and expenses budget. During 1987-88, $61,433 was expended for registration fees for conferences, workshops, training seminars and reimbursement of coursework.

Table 12

What is the agency's travel budget for FY89 from state funds for the core staff enumerated in #1?

All States[131] (N=42)	In-State	Out of State	Total	% of Total Salaries of Employees in #1
Alabama	$ 27,000	$28,500	$ 55,500	1.85
Arizona	**$ 10,200**	**$0**	**$ 10,200**	**1.6**
Arkansas			$ 22,525	3.3
California	$ 76,000	$10,000	$ 86,000	4.0
Colorado			$ 32,052	2.8
Connecticut	$ 2,860	$13,767	$ 16,627	<1.0
Delaware			$ 6,300	3.8
District of Columbia				
Florida	$ 25,500	$ 4,000	$ 29,500	10.0
Georgia			**$137,000**	**4.0**
Idaho	**$ 23,028**	**$ 6,142**	**$ 29,170**	**6.8**
Illinois			$ 48,500	3.0
Iowa			**$ 29,000**	**4.0**
Kansas			**$ 22,500**	**3.5**
Louisiana	$ 2,000	$ 2,000		
Maine				
Maryland	$ 75,742	$21,118	$ 96,860	4.8
Massachusetts			**$ 23,001**	
Michigan			$ 72,400	1.5
Minnesota	$ 43,700	$55,200	$ 98,900	5.4
Mississippi			**$ 82,197**	**6.6**
Missouri			$ 38,500	5.0
Montana			**$ 25,000**	**5.0**
Nebraska	$ 1,000	$ 6,000	$ 7,000	18.0
Nevada		**$ 3,308**		
New Hampshire			**$131,800**	
New Jersey			$132,000	
North Dakota			**$ 25,000**	**7.0**
Oklahoma			$ 49,544	3.5
Oregon	$ 12,552	$ 3,266	$ 15,818	2.0
Pennsylvania	$ 10,000	$ 5,000	$ 15,000	3.0
Rhode Island	**$ 6,100**	**$10,500**	**$ 16,600**	**4.9**
South Carolina				
South Dakota	**$ 20,500**	**$ 7,500**	**$ 28,000**	**4.2**
Tennessee	$ 1,050	$ 5,300	$ 6,350	5.0
Texas			$206,500	10.0
Utah			**$ 42,838**	**4.1**
Vermont			**$138,000**	
Virginia			$ 80,000	3.4
West Virginia			**$110,000**	**6.3**
Wisconsin	**$187,009**	**$80,467**	**$267,476**	
Wyoming	$ 15,000	$ 2,600	$ 17,600	12.6

[131] Bolded states are governing boards, all other states are coordinating boards.

Table 13

Are there agency- or state-imposed limits on out-of-state travel?

All States[132] (N=42)	Yes	No	Limits
Alabama		x	
Arizona		x	
Arkansas		x	
California	x		
Colorado		x	
Connecticut	x		Agency limits imposed by budget.
Delaware		x	
District of Columbia		x	
Florida		x	
Georgia		x	
Idaho	x		FY89 professional staff limited to one out-of-state seminar per year.
Illinois	x		Requires approval of executive director.
Iowa		x	
Kansas	x		Requires approval of executive director.
Louisiana	x		
Maine		x	
Maryland	x		Reimbursement rates governed by state travel regulations.
Massachusetts	x		Based on availability of funds.
Michigan		x	
Minnesota		x	
Mississippi		x	

[132] Bolded states are governing boards, all other states are coordinating boards.

Table 13, continued

	Yes	No	Limits
Missouri	x		Limited to use for job responsibilities.
Montana		x	
Nebraska		x	
Nevada	x		Subject to agency approval and availability of funds.
New Hampshire		x	
New Jersey	x		Overseas travel, employee pays half. Where travel expenses exceed $800, treasury approval required.
North Dakota	x		Availability of funds.
Oklahoma	x		Limited expenses reimbursement for meals, transportation, lodging.
Oregon	x		Administrative control for out-of-state travel lies with the State Executive Department under the authority of the state legislature.
Pennsylvania		x	
Rhode Island	x		
South Carolina	x		Foreign travel must have Budget and Control Board approval.
South Dakota		x	
Tennessee	x		Limited expenses reimbursement for meals, transportation, etc.
Texas	x		Tied to federal government travel regulation rates, varies from city to city.
Utah	x		Generally, one out-of-state professional development trip per individual.
Vermont		x	

Table 13, continued

	Yes	No	Limits
Virginia	x		If function is attended by more than five employees from the same agency, travel is limited to within 300 miles of state borders (one-way) unless prior written approval has been granted.
West Virginia		x	
Wisconsin	x		Limited expenses reimbursement for meals and lodging.
Wyoming		x	

Table 14

Are there other discretionary funds for professional development activities of staff (e.g., staff retreats, short-course training programs)?

All States[133] (N=42)	Yes	No	Description
Alabama	x		Funds available for registration fees of short-course training programs.
Arizona	x		**Local funds.**
Arkansas	x		All activities funded from travel line.
California	x		May transfer funds from another expenditure line if management determines a high priority for training.
Colorado	x		Total budget is at the discretion of the executive director.
Connecticut		x	
Delaware	x		
District of Columbia		x	
Florida	x		Funds available for professional development activities are dependent on general operating costs and the funds subsequently available for discretionary expenditures.
Georgia		x	
Idaho	x		
Illinois	x		Contractual service funds may be allocated for such activities.
Iowa		x	
Kansas		x	
Louisiana		x	
Maine	x		**Funding is available from operating budget.**
Maryland		x	

[133] Bolded states are governing boards, all other states are coordinating boards.

Table 14, continued

	Yes	No	Description
Massachusetts		x	
Michigan		x	
Minnesota	x		Funded by the agency upon approval by the supervisor.
Mississippi		x	
Missouri		x	
Montana		x	
Nebraska	x		Subject to availability of funds.
Nevada	x		Operating funds and the Regents budget.
New Hampshire	x		
New Jersey	x		Federally funded programs provide allocations in the grants.
North Dakota	x		As needed.
Oklahoma		x	Funds from the regular travel budget are used.
Oregon	x		$2,860 is allocated for conferences and training sessions.
Pennsylvania	x		As needed.
Rhode Island		x	
South Carolina		x	
South Dakota		x	
Tennessee	x		Funds available through the agency's travel budget.
Texas		x	
Utah	x		In addition to the travel budget, the commissioner has a discretionary pool of funds that may be used with the commissioner's approval.

Table 14, continued

	Yes	No	Description
Vermont		x	
Virginia		x	
West Virginiaa	x		Requests for continuing education or professional development are reviewed on a case-by-case basis, as funds and necessity dictate.
Wisconsin	x		
Wyoming	x		With approval from the executive director.

Table 15

Do you have a professional staff exchange program with institutions?

All States[134] (N=42)	Yes	No	Description
Alabama		x	
Arizona	x		**Professional intern annually in Academic Affairs.**
Arkansas		x	
California	x		Inter-agency agreements for staff exchanges for limited periods of time with various postsecondary institutions in the state.
Colorado		x	
Connecticut		x	
Delaware		x	
District of Columbia		x	
Florida		x	
Georgia		x	
Idaho	x		**The Associate Academic Officer position is a rotating position for one year selected from university faculty.**
Illinois		x	
Iowa		x	
Kansas		x	
Louisiana		x	
Maine		x	
Maryland		x	
Massachusetts		x	
Michigan		x	

[134] Bolded states are governing boards, all other states are coordinating boards.

Table 15, continued

	Yes	No	Description
Minnesota		x	However, encourages use of interns or institution staff on sabbaticals.
Mississippi		x	
Missouri		x	
Montana		x	However, would consider such exchanges on a case-by-case basis if individual initiated.
Nebraska		x	
Nevada		x	
New Hampshire		x	
New Jersey	x		Faculty fellows from institutions remain on institution's staff, but serve as interns in Central Office for varying periods of time.
North Dakota	x		Internships for institution faculty and staff.
Oklahoma		x	
Oregon	x		Intra-agency exchanges may be contractually arranged as well as unpaid internships from educational institutions.
Pennsylvania		x	
Rhode Island		x	
South Carolina		x	
South Dakota		x	
Tennessee		x	
Texas		x	
Utah		x	
Vermont		x	
Virginia		x	

Table 15, continued

	Yes	No	Description
West Virginia		x	
Wisconsin	x		**The Office of Academic Affairs has an intern from the faculty and professional staff of the institutions working directly with the Vice President each semester (3 per year). The Budget Office has had a campus budget director as an intern over the summer and hopes to do this again as campus budget directors can make themselves available. The agency is proposing an affirmative action internship program for minority graduate students to gain professional experience in the System Administration budget office and other offices, to increase the pool for permanent position recruitments.**
Wyoming		x	

Table 16

During the past year has the agency sponsored in-house staff retreats or seminars?

All States[135] (N=42)	No	Yes	Staff Involved	Subject Covered
Alabama		x	Board members	
Arizona		x	**Professional staff** **Board members**	**Organization** **Confidential**
Arkansas		x	Professional Staff Support Staff Board members	Objectives for the coming year Various topics Existing program review; relationship of board to department; goals of the board.
California		x	Board members	"Politics of Educational Policy"-- the view from the media, advocates, CPEC, Legislature and Governor's office.
Colorado		x	Professional staff Board members	
Connecticut		x	Board members	Revision of strategic plan
Delaware	x			
District of Columbia	x			
Florida	x			
Georgia	x			
Idaho	x			
Illinois	x			
Iowa	x			
Kansas	x			
Louisiana	x			
Maine	x		**Professional staff** **Support staff**	**Planning, employment of handicapped** **VDT use, stress management**
Maryland		x	Professional staff Board members	Current issues in Maryland higher education " " " " " "

[135] Bolded states are governing boards, all other states are coordinating board.

Table 16, continued

	No	Yes	Staff Involved	Subject Covered
Massachusetts	x			
Michigan	x			
Minnesota		x	Board members	Goals development for upcoming year
Mississippi		x	Board members	System management duties and responsibilities of trustees, general current interest topics.
Missouri	x			
Montana		x	Board members	Legislative funding issues, role and scope
Nebraska	x			
Nevada		x	Board members	Agenda for the future
New Hampshire		x	Board members	Various matters of concern
New Jersey		x	Professional staff Support staff Board members	Benefits and procedures Benefits and procedures Role and department mandates
North Dakota		x	Professional staff Board members	Strategic planning
Oklahoma		x	Professional staff Board members	Goals, operations, planning Future goals and plans
Oregon		x	Professional staff/ Support staff	Agency reorganization
Pennsylvania		x	Professional staff	Weekly topics on departmental programs and policy initiatives
Rhode Island		x	Board members	Evaluation of performance of the Board of Governors' established policies. Institutions' presidents set goals for the following year.
South Carolina		x	Professional staff Support staff Board Members	
South Dakota		x	Board members	Management of system

Table 16, continued

	No	Yes	Staff Involved	Subject Covered
Tennessee		x	Professional staff	Funding policies, resources, desegregation, fees and financial aid, teacher education, public higher education and private business
			Board members	" " " " " "
Texas		x	Board members	Long-range activities for agency/division
Utah		x	Professional staff	Long-range planning
			Support staff	Follow-up to board meetings
			Board members	Long-range planning
Vermont		x	Board members	Financial managment
Virginia		x	Professional staff	
			Board members	Current issues in higher education
West Virginia		x	Professional staff	Personal computer operation training
			Support staff	" " " " "
Wisconsin	x			
Wyoming		x	Professional staff/ Board members	Broad topics

Table 17a

Benefits -- Paid Annual Leave/Number of Days

All States[136] (N=42)	Paid Annual Leave	Number of Days
Alabama	x	13
Arizona	x	**11 - 22: Classified Staff** **22: Professional and Administrative**
Arkansas	x	12 - 22.5
California	x	10 minimum, increases with years of service
Colorado	x	21
Connecticut	x	22 (vacation), 3 (personal)
Delaware	x	15
District of Columbia	x	13 - 26, based on years of service
Florida	x	16: Support and Professional Staff 22: Management
Georgia	x	**15 - 21, based on years of service**
Idaho	x	**24: Non-Classified Staff** **12 - 21: Classified Staff**
Illinois	x	22: Professional Staff 12 - 25: Support, based on years of service
Iowa	x	**22**
Kansas	x	**22: Professional Staff** **12 - 21: Support, based on years of service**
Louisiana	x	12 - 24, based on years of service
Maine	x	**20 - 24: Professional Staff, based on years of service** **12 - 24: Support, based on years of service**
Maryland	x	10 - 25, based on years of service
Massachusetts	x	**10 - 25: Classified Staff, based on years of service** **22 - 25: Professional Staff, based on years of service**
Michigan	x	13 - 30.6, based on years of service
Minnesota	x	13 - 28, based on years of service
Mississippi	x	**21, with 3 - 8 years of service**
Missouri	x	15
Montana	x	**15 - 24, based on years of service**
Nebraska	x	20
Nevada	x	**24: Professional** **15: Classified**
New Hampshire	x	**24**
New Jersey	x	20: Confidential Staff 12 - 25: Classified, based on years of service 22: Unclassified
North Dakota	x	**24: Professional Staff** **12 - 24: Support, based on years of service**
Oklahoma	x	12 - 20, based on years of service
Oregon	x	8 - 14, based on years of service
Pennsylvania	x	5 - 25, based on years of service

[136] Bolded states are governing boards, all other states are coordinating boards.

Table 17a, continued

	Paid Annual Leave	Number of Days
Rhode Island	x	**10 - 27: Professional, based on years of service** **10 - 28: Support, based on years of service**
South Carolina	x	45, maximum
South Dakota	x	**15 - 20, based on years of service**
Tennessee	x	12 - 24, based on years of service (42 maximum)
Texas	x	11 - 21, based on years of service
Utah	x	**12 - 25, based on years of service and classification**
Vermont	x	**12 - 24, based on years of service**
Virginia	x	8 - 14, based on years of service
West Virginia	x	**24: Nonclassified Staff** **15 - 24: Classified, based on years of service**
Wisconsin	x	**22: Unclassified** **10 - 27: Classified, based on years of service**
Wyoming	x	12 - 24, based on years of service

Table 17b
Benefits -- Paid Holidays

All States[137] (N=42)	Paid Holidays	Number of Days
Alabama	x	13
Arizona	x	**10**
Arkansas	x	11
California	x	12
Colorado	x	10
Connecticut	x	12
Delaware	x	12
District of Columbia	x	10
Florida	x	10
Georgia	x	**11**
Idaho	x	**9**
Illinois	x	11
Iowa	x	**11**
Kansas	x	**9 + 1 discretionary day**
Louisiana	x	10
Maine	x	**12**
Maryland	x	14
Massachusetts	x	**13**
Michigan	x	12
Minnesota	x	11
Mississippi	x	**10**
Missouri	x	13
Montana	x	**10**
Nebraska	x	11
Nevada	x	**11**
New Hampshire	x	**11**
New Jersey	x	13
North Dakota	x	**9**
Oklahoma	x	10
Oregon	x	9 + 1 (2 personal days)
Pennsylvania	x	10
Rhode Island	x	**10**
South Carolina	x	10
South Dakota	x	**9**
Tennessee	x	
Texas	x	13
Utah	x	**12**
Vermont	x	**13**
Virginia	x	11
West Virginia	x	**12**
Wisconsin	x	**9.5 (Classified: 3 personal days)**
Wyoming	x	11

[137] Bolded states are governing boards, all other states are coordinating boards.

Table 17c
Benefits -- Medical

All States[138] (N=42)	Medical Benefits	% Single Employee	% Family
Alabama	x	100%	0%
Arizona	x	**100%**	**80%**
Arkansas	x		
California	x	Majority	Majority
Colorado			
Connecticut	x	100%	80%
Delaware	x	100%	100%
District of Columbia	x		
Florida	x	81.1%	70%
Georgia	x	**75%**	**75%**
Idaho	x	**100%**	**48%/51%**
Illinois	x	100%	35% (average)
Iowa	x	**100%**	**73.2%**
Kansas	x	**$135.09**	**$190.24**
Louisiana	x		
Maine	x	**100%**	**100%**
Maryland	x	Majority	Majority
Massachusetts	x	**90%**	**90%**
Michigan	x	95%	95%
Minnesota	x	90% - 100%	80%
Mississippi	x	**100%**	**0%**
Missouri	x	100%	0%
Montana	x	**100%**	**0%**
Nebraska	x		
Nevada	x	**100%**	**0%**
New Hampshire	x	**100%**	**95%**
New Jersey	x	Up to 100%	Up to 100%
North Dakota	x		**100%**
Oklahoma	x	100%	0%
Oregon	x		
Pennsylvania	x	100%	
Rhode Island	x	**100%**	**100%**
South Carolina	x	100%	0%
South Dakota	x	**100%**	**0%**
Tennessee	x		
Texas	x	$115/mo.	$115/mo.
Utah	x	**100%**	**100%**
Vermont	x	**100%**	**100%**
Virginia	x	100%	71%
West Virginia	x	**70%-90%**	**70%-90%**
Wisconsin	x	**100%**	**100%**
Wyoming	x	100%	0%

[138] Bolded states are governing boards, all other states are coordinating boards.

Table 17d
Benefits -- Dental

All States[139] (N=42)	Dental Benefits	% Single Employee	% Family
Alabama	x	100%	0%
Arizona	x	**0%**	**0%**
Arkansas			
California	x	100%	100%
Colorada			
Connecticut	x	100%	80%
Delaware			
District of Columbia	x		
Florida			
Georgia			
Idaho	x	**100%**	**50%**
Illinois	x	100%	100%
Iowa	x	**100%**	**0%**
Kansas			
Louisiana			
Maine			
Maryland	x		
Massachusetts	x	**100%**	**100%**
Michigan	x	95%	95%
Minnesota	x	100%	50%
Mississippi			
Missouri			
Montana	x	**100%**	**0%**
Nebraska			
Nevada	x	**100%**	**0%**
New Hampshire	x	**100%**	**0%**
New Jersey	x		
North Dakota			
Oklahoma	x	100%	0%
Oregon	x		
Pennsylvania	x	100%	
Rhode Island	x	**100%**	**100%**
South Carolina	x	100%	0%
South Dakota			
Tennessee	x		
Texas			
Utah	x	**80%**	**80%**
Vermont	x	**100%**	**100%**
Virginia	x		
West Virginia			
Wisconsin	x		
Wyoming	x	100%	0%

[139] Bolded states are governing boards, all other states are coordinating boards.

Table 17e
Benefits -- Cafeteria/Section 125

All States[140] (N=42)	Cafeteria/Section 125	Amount Contributed by Employer
Alabama		
Arizona	x	
Arkansas		
California		
Colorado	x	$160.00
Connecticut		
Delaware		
District of Columbia		
Florida		
Georgia		
Idaho		
Illinois		
Iowa		
Kansas		
Louisiana	x	
Maine	x	
Maryland	x	Varies
Massachusetts		
Michigan		
Minnesota		
Mississippi	x	
Missouri		
Montana		
Nebraska		
Nevada	x	
New Hampshire		
New Jersey		
North Dakota		
Oklahoma		
Oregon	x	$240.60 management, with cash back with lower costs $221.27 unrepresented, with cash back with lower costs
Pennsylvania		
Rhode Island		
South Carolina	x	
South Dakota		
Tennessee		
Texas	x	
Utah		
Vermont		
Virginia		

[140] Bolded states are governing boards, all other states are coordinating boards.

Table 17e, continued

	Cafeteria/Section 125	Amount Contributed by Employer
West Virginia		
Wisconsin		
Wyoming		

Table 17f
Benefits -- Short-Term Disability

All States[141] (N=42)	Short Term Disability
Alabama	
Arizona	x
Arkansas	
California	x
Colorado	x
Connecticut	
Delaware	
District of Columbia	
Florida	
Georgia	x
Idaho	x
Illinois	x[142]
Iowa	x
Kansas	
Louisiana	
Maine	x[143]
Maryland	x
Massachusetts	x
Michigan	
Minnesota	x
Mississippi	x
Missouri	
Montana	
Nebraska	
Nevada	
New Hampshire	x
New Jersey	x
North Dakota	
Oklahoma	x
Oregon	
Pennsylvania	x
Rhode Island	
South Carolina	x
South Dakota	x
Tennessee	
Texas	x
Utah	
Vermont	

[141] Bolded states are governing boards, all other states are coordinating boards.

[142] After two years, provided by Retirement System.

[143] Available to support staff at their expense.

Table 17f, continued

	Short-Term Disability
Virginia	x
West Virginia	
Wisconsin	x
Wyoming	

Table 17g
Benefits -- Long-Term Disabiliity

All States[144] (N=42)	Long-Term Disability
Alabama	
Arizona	x
Arkansas	x
California	x[145]
Colorado	
Connecticut	x
Delaware	
District of Columbia	
Florida	
Georgia	x[146]
Idaho	x
Illinois	x[147]
Iowa	x
Kansas	x
Louisiana	
Maine	x
Maryland	x
Massachusetts	x
Michigan	x
Minnesota	x
Mississippi	x
Missouri	x
Montana	x
Nebraska	x
Nevada	x
New Hampshire	x
New Jersey	x
North Dakota	x
Oklahoma	x
Oregon	x[148]
Pennsylvania	x
Rhode Island	
South Carolina	x
South Dakota	x

[144] Bolded states are governing boards, all other states are coordinating boards.

[145] Non-represented only.

[146] Elective benefit, paid by employee.

[147] After two years, provided by Retirement System.

[148] Management only, paid by individual.

Table 17g, continued

	Long-Term Disability
Tennessee	x[149]
Texas	x
Utah	x[150]
Vermont	x
Virginia	x
West Virginia	
Wisconsin	x
Wyoming	

[149] Eligibility under State Retirement System, must be 100% disabled.

[150] At cost to employee.

Table 17h
Benefits -- Individual Life Insurance (employer paid)

All States[151] (N=42)	Individual Life Insurance
Alabama	
Arizona	x
Arkansas	
California	x[152]
Colorado	
Connecticut	
Delaware	
District of Columbia	
Florida	x
Georgia	
Idaho	x
Illinois	x[153]
Iowa	x
Kansas	
Louisiana	
Maine	x
Maryland	
Massachusetts	
Michigan	
Minnesota	x[154]
Mississippi	x
Missouri	x
Montana	x[155]
Nebraska	
Nevada	
New Hampshire	x
New Jersey	
North Dakota	
Oklahoma	
Oregon	x[156]
Pennsylvania	
Rhode Island	

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[151] Bolded states are governing boards, all other states are coordinating boards.

[152] Non-represented only.

[153] Equal to one-half annual salary.

[154] The amount of their annual salary.

[155] $20,000.00 coverage.

[156] Management only.

Table 17h, continued

	Individual Life Insurance
South Carolina	x
South Dakota	
Tennessee	
Texas	
Utah	x
Vermont	
Virginia	x
West Virginia	x[157]
Wisconsin	
Wyoming	

[157] $10,000 basic, included under medical benefits.

Table 17i
Benefits -- Group Life Insurance

All States[158] (N=42)	Group Life Insurance
Alabama	
Arizona	x
Arkansas	
California	x
Colorado	x
Connecticut	x
Delaware	x
District of Columbia	x
Florida	
Georgia	x
Idaho	x
Illinois	x[159]
Iowa	
Kansas	x
Louisiana	
Maine	x
Maryland	x
Massachusetts	x
Michigan	x
Minnesota	x
Mississippi	x
Missouri	x
Montana	x[160]
Nebraska	x
Nevada	x
New Hampshire	x
New Jersey	x[161]
North Dakota	x[162]
Oklahoma	x
Oregon	
Pennsylvania	x
Rhode Island	x
South Carolina	x
South Dakota	x

[158] Bolded states are governing boards, all other states are coordinating boards.

[159] Optional benefit, employee paid for employee and dependents.

[160] Optional benefit.

[161] 50% paid by employee, 50% paid by employer.

[162] Up to $1,000.00.

Table 17i, continued

	Group Life Insurance
Tennessee	x
Texas	x
Utah	x
Vermont	x
Virginia	
West Virginia	
Wisconsin	x
Wyoming	x

Table 17j
Benefits -- Transportation

All States[163] (N=42)	Transportation Benefits
Alabama	
Arizona	
Arkansas	
California	
Colorado	
Connecticut	
Delaware	
District of Columbia	
Florida	
Georgia	x
Idaho	
Illinois	
Iowa	
Kansas	
Louisiana	
Maine	
Maryland	
Massachusetts	
Michigan	
Minnesota	
Mississippi	
Missouri	
Montana	
Nebraska	
Nevada	
New Hampshire	x
New Jersey	x[164]
North Dakota	
Oklahoma	
Oregon	x[165]
Pennsylvania	
Rhode Island	
South Carolina	x[166]
South Dakota	
Tennessee	
Texas	

[163] Bolded states are governing boards, all other states are coordinating boards.

[164] Van pools.

[165] Fare "park and ride" from established free parking lots.

[166] CEO only.

Table 17j, continued

	Transportation Benefits
Utah	
Vermont	
Virginia	
West Virginia	
Wisconsin	
Wyoming	

Table 17k
Benefits -- Parking

All States[167] (N=42)	Paid Parking	Parking Fee Not Required
Alabama	x[168]	
Arizona	x	
Arkansas		
California		
Colorado		
Connecticut		x
Delaware		
District of Columbia		
Florida		
Georgia		
Idaho		
Illinois		
Iowa		x
Kansas		
Louisiana	x	
Maine		x[169]
Maryland	x[170]	
Massachusetts		
Michigan		
Minnesota		
Mississippi		
Missouri		
Montana		
Nebraska		
Nevada	x	
New Hampshire		
New Jersey	x	
North Dakota		
Oklahoma		x
Oregon		
Pennsylvania	x	
Rhode Island		
South Carolina	x[171]	
South Dakota	x	

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[167] Bolded states are governing boards, all other states are coordinating boards.

[168] Limited parking available, based on seniority.

[169] Employee pays $5.00 per year to register vehicle.

[170] For 80% of staff.

[171] Partial payment.

Table 17k, continued

	Paid Parking	Parking Fee Not Required
Tennessee	x[172]	
Texas		
Utah	x	
Vermont		
Virginia		
West Virginia		
Wisconsin		
Wyoming		x

[172] For 5 executive staff members.

Table 18

Does the agency have any unique or other innovative benefits related to personal or professional development (e.g., wellness programs, health clubs)?

All States[173] (N=42)	No	Yes	Description
Alabama	x		
Arizona	x		
Arkansas	x		
California	x		
Colorado	x		
Connecticut	x		
Delaware	x		
District of Columbia		x	Health related seminars (i.e., stress management, anti-smoking)
Florida	x		
Georgia	x		
Idaho	x		
Illinois	x		
Iowa	x		
Kansas		x	**Wellness programs and health checks are provided through the state.**
Louisiana	x		
Maine	x		
Maryland	x		
Massachusetts	x		
Michigan	x		
Minnesota	x[174]		
Mississippi	x		
Missouri	x		
Montana		x	**Professional development leave.**
Nebraska	x		
Nevada	x		
New Hampshire		x	**Wellness program, early retirement, earned time.**
New Jersey		x	Employee-paid programs: Smoking Cessation; Weight Watchers; Aerobics
North Dakota		x	
Oklahoma	x		
Oregon	x		
Pennsylvania	x		
Rhode Island		x	**Personal leave, leave for graduate study.**
South Carolina		x	Voluntary wellness program sponsored by the state.
South Dakota		x	**Wellness program.**
Tennessee	x		

[173] Bolded states are governing boards, all other states are coordinating boards.

[174] Wellness programs and health club membership is encouraged at the employee's expense.

Table 18, continued

	No	Yes	Description
Texas	x		
Utah		x	50% tuition waivers at the University of Utah, access to the University of Utah recreational facilities at a minimal charge. These benefits are available because all employees are processed on the University of Utah payroll system.
Vermont	x		
Virginia	x		
West Virginia	x		
Wisconsin	x		
Wyoming	x		

Table 19

Are employees eligible for bonuses or other non-base compensation?

All States[175] (N=42)	No	Yes	Description
Alabama	x		
Arizona	x		
Arkansas	x		
California		x	Management employees may participate in a bonus program based upon annual and quarterly review of workplan. Bonuses have been awarded for the past 3 years.
Colorado		x	
Connecticut		x	Merit for 5 - 7 employees per year (approximately $1,200) Longevity after 10 years. Both are lump sum payments.
Delaware	x		
District of Columbia		x	End of calendar year bonuses are occassionally granted by the executive director.
Florida		x	In addition to across-the-board annual increases, employees are eligible for merit increases ranging from 3% to 5%.
Georgia	x		
Idaho		x	**Awards are limited to $1,000 per employee per year.**
Illinois	x		
Iowa	x		
Kansas	x		
Louisiana	x		
Maine	x		
Maryland	x		
Massachusetts	x		

[175] Bolded states are governing boards, all other states are coordinating boards.

Table 19, continued

	No	Yes	Description
Michigan	x		
Minnesota		x	Achievement awards are provided to certain classes. Up to 35% of the employees in a designated class are eligible to receive achievement awards of 4% of their annual salaries each year.
Mississippi	x		
Missouri	x		
Montana	x		
Nebraska		x	Merit raises for classified staff, maximum 7.5% annually
Nevada	x		
New Hampshire		x	**One-time lump sum payment of bonus may be made in recognition for exemplary performance. May be used to compensate performance of temporary duties in addition to regular job, or as a reward for merit to employees at the range maximum.**
New Jersey		x	Once a year a limited merit award program is offered with a lump sum payment of from $800 to $1,500 for all levels in the organization. (Maximum 30 awards for 360 employees.)
North Dakota		x	
Oklahoma	x		
Oregon		x	Bonuses are awarded for approved money-saving ideas on a state level. Administrative leave can be awarded by the director for special cases of exemplary work or uncompensated accumulated overtime.
Pennsylvania	x		
Rhode Island	x		
South Carolina		x	
South Dakota		x	**In FY90 there may be bonuses of 3.5% or $1,000 whichever is less for civil service employees.**

Table 19, continued

	No	Yes	Description
Tennessee		x	Annual longevity payments for length of state service. The eligibility requirement is a minimum of 3 years service. The maximum payment for up to 20 years of service is $100 per year.
Texas		x	Longevity pay on a monthly basis based on years of state service.
Utah	x		
Vermont	x		
Virginia	x		
West Virginia	x		
Wisconsin		x	**Approximately 2,000 non-represented classified employees are eligible for annual exceptional performance awards. Awards are in addition to annual pay plan adjustments. Awards are for recognized "exceptional performance." They are limited to $100-$1,000 per award not to exceed two awards per year. Approximately 15% of the employees received a non-base funding award.**
Wyoming	x		

Table 20

Do you have a "deferred benefit/defined benefit"[176] retirement program (based on age, years of service and salary)?

All States[177] (N=42)	No	Yes
Alabama	x	
Arizona		x
Arkansas	x	
California		x
Colorado	x	
Connecticut		x[178]
Delaware	x	
District of Columbia	x	
Florida	x	
Georgia		x
Idaho	x	
Illinois	x	
Iowa		x
Kansas		x[179]
Louisiana		x
Maine		x[180]
Maryland		x[181]
Massachusetts	x	
Michigan		x
Minnesota		x
Mississippi	x	
Missouri		x
Montana		x
Nebraska		x
Nevada		x
New Hampshire		x
New Jersey		x

[176] Defined benefit programs are generally provided by state retirement systems. Retirement benefits are defined using a formula based on, for example, the participant's salary at some point during employment years multiplied by a certain percentage of interest.

[177] Bolded states are governing boards, all other states are coordinating boards.

[178] TIAA-CREF participants only.

[179] Clerical and support staff only.

[180] Clerical/support staff only.

[181] State retirement and pension systems.

Table 20, continued

	No	Yes
North Dakota		x[182]
Oklahoma		x
Oregon	x	
Pennsylvania		x
Rhode Island		x
South Carolina		x
South Dakota		x
Tennessee		x
Texas		x
Utah		x
Vermont		x
Virginia		x
West Virginia	x	
Wisconsin		x
Wyoming		x

[182] Clerical/support staff only.

Table 21

Do you have a "deferred contribution/defined contribution"[183] retirement program?

All States[184] (N=42)	No	Yes
Alabama		x
Arizona		x
Arkansas		x
California		x
Colorado		x
Connecticut		x
Delaware		x
District of Columbia	x	
Florida	x	
Georgia	x	
Idaho		x
Illinois		x
Iowa	x	
Kansas		x[185]
Louisiana	x	
Maine		x[186]
Maryland		x[187]
Massachusetts		x
Michigan	x	
Minnesota		x
Mississippi		x
Missouri		x
Montana		x[188]
Nebraska		x
Nevada		x
New Hampshire		x
New Jersey		x
North Dakota	x	

[183] A defined contribution program is based on contributions made either by the participant or the employer on behalf of the participant during the employment years multiplied by a certain percentage rate of interest.

[184] Bolded states are governing boards, all other states are coordinating boards.

[185] Professional staff only.

[186] Professional staff only.

[187] Optional retirement plan through TIAA-CREF.

[188] Optional for administrative and professional employees.

Table 21, continued

	No	Yes
Oklahoma	x	
Oregon		x
Pennsylvania		x
Rhode Island		x
South Carolina		x
South Dakota		x
Tennessee		x
Texas		x
Utah		x[189]
Vermont		x
Virginia		x
West Virginia	x	
Wisconsin		x
Wyoming	x	

[189] Offered through TIAA-CREF.

Table 22

What retirement plans do you provide?

All States[190] (N=42)	State Retirement System	TIAA/CREF	Tax Deferred Annuities	Other
Alabama	x			
Arizona	x	x	x	**VALIC**
Arkansas	x	x		
California	x			
Colorado	x			
Connecticut	x	x		State Teachers Retirement System
Delaware	x			
District of Columbia				Federal Retirement System
Florida	x		x	
Georgia	x		x	**Social Security**
Idaho	x			
Illinois	x	x	x	
Iowa	x			
Kansas	x	x	x	
Louisiana	x			
Maine		x		**Non-contributory defined benefit plan**
Maryland	x	x	x	
Massachusetts	x	x	x	
Michigan	x			
Minnesota	x		x	
Mississippi	x		x	
Missouri	x		x	
Montana	x	x		
Nebraska	x	x	x	Supplemental retirement under TIAA/CREF
Nevada	x	x	x	
New Hampshire		x	x	**A defined benefit plan for approximately 300 operating staff members.**
New Jersey	x	x	x	
North Dakota	x	x		
Oklahoma	x	x	x	
Oregon	x			
Pennsylvania	x	x	x	
Rhode Island	x	x	x	

[190] Bolded states are governing boards, all other states are coordinating boards.

Table 22, continued

	State Retirement System	TIAA/CREF	Tax Deferred Annuities	Other
South Carolina	x	x	x	
South Dakota	x		x	
Tennessee	x	x	x	
Texas	x	x	x	Optional Retirement Program (ORP)
Utah	x	x	x	
Vermont		x		
Virginia	x			
West Virginia	x	x	x	
Wisconsin	x		x	
Wyoming	x			

Table 23

What is the vesting period for the retirement plan?

All States[191] (N=42)	Vesting Period
Alabama	10 years
Arizona	**5 years**
Arkansas	State Retirement -- 10 years
California	5 years
Colorado	5 years
Connecticut	State Retirement -- 10 years TIAA/CREF -- 1st day Teachers Retirement -- 10 years
Delaware	5 years
District of Columbia	5 years
Florida	10 years
Georgia	**10 years**
Idaho	**5 years**
Illinois	State Universities Retirement System--5 years for person retiring at age 62 or older State Universities Retirement System--8 years for person retiring at age 60 or older
Iowa	**4 years**
Kansas	**Immediate vesting -- Professional staff** **10 years -- clerical/support staff**
Louisiana	10 years
Maine	**TIAA/CREF -- Immediate vesting** **Defined benefit plan -- 5 years**

[191] Bolded states are governing boards, all other states are coordinating boards.

Table 23, continued

	Vesting Period
Maryland	State Retirement & Pension Systems -- 5 years TIAA/CREF -- Immediate vesting
Massachusetts	**State Retirement Plan -- 10 years** **TIAA/CREF -- depends on agreement between employee and agent** **Deferred compensation -- depends on agreement between employee and agent**
Michigan	10 years
Minnesota	5 years
Mississippi	**4 years**
Missouri	5 years then: 50% at 5 years 60% at 6 years 70% at 7 years 80% at 8 years 90% at 9 years fully vested at 10 years
Montana	**State Retirement System -- 5 years** **TIAA/CREF -- Immediate vesting**
Nebraska	State Retirement System -- 5 years TIAA/CREF -- Immediate vesting
Nevada	**Professional Staff -- Immediate vesting** **Classified staff -- 10 years**
New Hampshire	**Operating staff retirement plan -- 10 years** **TIAA/CREF -- Immediate vesting**
New Jersey	State Retirement System -- 10 years TIAA/CREF -- Immediate vesting
North Dakota	**State Retirement System -- 8 years**
Oklahoma	State Teacher Retirement -- Immediately Other annuity plans -- varies
Oregon	5 years
Pennsylvania	State Retirement System -- 10 years

Table 23, continued

	Vesting Period
Rhode Island	**State Retirement System -- 10 years**
South Carolina	5 years
South Dakota	**5 years**
Tennessee	State Retirement System -- 10 years TIAA/CREF -- Immediate vesting
Texas	State Retirement System -- 10 years ORP -- 1 year and 1 day
Utah	**State Retirement System -- 4 years** **TIAA/CREF -- Immediate vesting**
Vermont	**Immediate vesting**
Virginia	5 years
West Virginia	**State Retirement System -- 20 years** **TIAA/CREF -- 5 years**
Wisconsin	**Immediate vesting**
Wyoming	48 months

Table 24

Is participation in the retirement plan voluntary or mandatory?

All States[192] (N=42)	Voluntary	Mandatory	Explanation
Alabama		x	
Arizona		x	**All employees employed for 5 or more months.**
Arkansas	x		Employees in grades 16 and above may choose between the two plans.
California		x	In either the first or second tier.
Colorado		x	
Connecticut		x	Only in some programs.
Delaware		x	
District of Columbia		x	
Florida		x	State retirement system, all contributions are paid by the employer.
Georgia		x	**Employee contributions can be withdrawn with interest upon termination.**
Idaho		x	**Employees can withdraw contributions upon termination from state service.**
Illinois		x	State Universities Retirement system is mandatory, all other plans are voluntary.
Iowa		x	
Kansas		x	**Includes all employees after one year waiting period.**
Louisiana		x	
Maine		x	

[192] Bolded states are governing boards, all other states are coordinating boards.

Table 24, continued

	Voluntary	Mandatory	Explanation
Maryland	x		Contributions made by employees in TIAA/CREF are voluntary and in the state system below the social security maximum.
Massachusetts		x	**State Retirement system is mandatory, all other plans are optional.**
Michigan		x	
Minnesota		x	State Retirement program is mandatory, all other plans are voluntary.
Mississippi	x		
Missouri		x	Retirement contributions are made by the state, however there is a voluntary additional contributory plan.
Montana		x	**Professional and administrative employees may opt for the TIAA/CREF plan instead of the state system plan.**
Nebraska		x	At age 30.
Nevada		x	
New Hampshire	x		
New Jersey		x	5% contribution to TIAA/CREF; varied % for state retirement system based on age at entry.
North Dakota		x	
Oklahoma		x	Retirement contributions are paid by the agency in full to the State Teacher Retirement plan.
Oregon		x	
Pennsylvania		x	
Rhode Island		x	**Participation in one of the plans is mandatory.**
South Carolina		x	State Retirement System only.

Table 24, continued

	Voluntary	Mandatory	Explanation
Tennessee		x	Employee non-contributory system only.
Texas		x	All persons employed by the coordinating board for four and one-half months or more and for one-half time or more are required to participate in a retirement program by contributing a percentage of all salary into either the Teacher Retirement Program or the Optional Retirement Program.
Utah		x	
Vermont		x	
Virginia		x	
West Virginia		x	
Wisconsin		x	
Wyoming		x	

Table 25

What is the **maximum** percentage that the employer and employee are permitted to contribute to the retirment programs?

All States[193] (N=42)	% Employer Contribution	% Employee Contribution
Alabama	7.5% (currently)	5%
Arizona	**7.0% (optional plans)** **5.07% (state retirement)**	**7.0% (optional plans)** **5.07% (state retirement)**
Arkansas	10.0%	6.0%
California	13.5% of monthly income	5.0% of monthly income over $513/mo.
Colorado	12.2%	7.75%
Connecticut	8.0% (TIAA/CREF) State System and Teacher Retirement Plans[194]	5.0% of employee's gross salary (TIAA/CREF) 5.0%, 2.0%, or 0% depending on program (state retirement system) 6.0% minimum-no maximum (Teacher Retirement System)
Delaware	10.9%	14.0%
District of Columbia	7.0%	7.0% normal contribution. Up to 10.0% aggregated base pay are permitted for voluntary contributions.
Florida	12.0%	Plan is non-contributory.
Georgia	**13.61%**	**6.0%**
Idaho	**8.89%**	**No maximum**
Illinois	7.67%	8.0% (state retirement system)
Iowa		

[193] Bolded states are governing boards, all other states are coordinating boards.

[194] After retirement the retiree first uses his/her contributions, then the state continues payments with state funds.

Table 25, continued

	% Employer Contribution	% Employee Contribution
Kansas	**8.0% (professional)** **3.04% (support)**	**5.0% (professional)** **4.0% (support)**[195]
Louisiana	11.2%	7.0%
Maine	**10.0%**	**4.0%-6.0% (TIAA/CREF)**[196]
Maryland	7.25% (TIAA/CREF) 17.05% (State Retirement)	To the limit allowed by IRC to ORP 5.0% of salary in excess of social security wage base on State Pension System.
Massachusetts	**0%**	**Based on a percentage of the employee wage 5%, 7%, 8%. The percentage attached to an individual salary depends upon the day the employee entered into state service.**
Michigan	100.0%	0%
Minnesota	6.0% of annual salary	4.0% of annual salary (State Retirement Program) Up to $9,500 for the tax deferred/deferred compensation program.
Mississippi	**8.75%**	**6.0%**
Missouri	10.0% (approximately)	Up to 20% of employee's income (voluntary plan)
Montana	**7.428%**	**7.044%**
Nebraska	Varies on classification CI 10%[197] CII 6% CIII 4.5%-6%	6.0%

[195] Contributions to voluntary tax-sheltered annuities permitted up to the maximum allowed by law.

[196] Employee may contribute more or purchase a tax-shelter annuity up to the IRS limit.

[197] CI = CEOs/Faculty-Institutions; CII = Professional staff; CIII = Other staff.

Table 25, continued

	% Employer Contribution	% Employee Contribution
Nevada	**50% (majority of staff)** **100% (selected executive officers)**	**Varies**
New Hampshire	**9.0%**	**6.0%**
New Jersey	8.0%	Varies
North Dakota	**10.0%**	**0%**
Oklahoma	5% of 1st $25,000 10% of ($40,000-$25,000) 100% - $2,750.00 per year per employee making $40,000 (ceiling for Teacher Retirement) Varies up to maximum set by IRC (TIAA/CREF)	0% (Oklahoma Teacher Retirement) Varies up to maximum set by IRC (TIAA/CREF) 100% varies from employee to employee (other)
Oregon	10.72% (varies with plan)	6.0% of salary
Pennsylvania	8.95% (TIAA/CREF) 17.6% (SERS) 19.68% (PSERS)	5.0%-6.25% (TIAA/CREF-State Retirement) $7,500 or 25% of gross salary
Rhode Island	**13.6% (State Retirement)** **9.0% (TIAA/CREF)**	**7.5% (State Retirement System)** **$9,000 with SRA**
South Carolina	7.0%	6.0% of gross salary
South Dakota	**5.0%**	**5.0%**
Tennessee	100% (State Retirement/ TIAA/CREF) 0% to tax deferred annuities	Non-contributory
Texas	7.2% (gross monthly earnings) (State Retirement) 8.5% (gross monthly earnings) (Optional Retirement Program)	6.4% of wages 6.65% of wages (ORP)
Utah	**14.2% of salary (TIAA/CREF)** **13.11% or 13.18% of salary for State Retirement, FY88-89**	**0% (State Retirement)** **Varies with IRC (TIAA/CREF)** **Varies (Tax deferred annuities)**

Table 25, continued

	% Employer Contribution	% Employee Contribution
Vermont	**10.0% of 1st $6,600 15.0% over $6,600**	**Voluntary based on federal regulations**
Virginia	12.5%	0%
West Virginia	**6.0%**	**6.0%**
Wisconsin	**6.9%**	**5.0% + interest is available for withdrawl before employee is 55 years old.**
Wyoming	66.6%	33.3%

Table 26

Does your agency have options for early retirement?

All States[198] (N=42)	Yes	No	Explanation
Alabama		x	An employee may retire whenever he/she has vested under the applicable retirement plan.
Arizona	x		**Under the state retirement rule of 85, retirement eligibility applies when the combination of age and service = 85. Full retirement benefits are provided regardless of age.**
Arkansas		x	
California	x		From age 50 with 5 years of state service.
Colorado		x	
Connecticut		x	
Delaware		x	
District of Columbia	x		At age 62 with 5 years of service; at age 60 with 20 years of service; at age 55 with 30 years of service. Under RIF, job abolishment, major change of function, etc., an employee may retire at any any with 25 years of service; at age 50 with 20 years of service, with reduction in annuity if the employee is under 55.
Florida		x	
Georgia		x	
Idaho	x		**An employee must have at least 5 years of service and be at least 55 years old to qualify for early retirement, with reduced benefits. Members may retire early with no reduction in benefits if their years of service + the member's age in years is equal to or greater than 90.**

[198] Bolded states are governing boards, all other states are coordinating boards.

Table 26, continued

	Yes	No	Explanation
Illinois	x		A person may retire between the ages of 55 and 60 with at least 8 years but less than 35 years of service. Employee and employer must both remit a one-time lump sum payment to the Retirement System based on highest full-time salary rate. The employer pays 20% times the number of years less than 60, and the employee pays 7% times the number of years less than 60 or the number of years less than 35.
Iowa	x		
Kansas	x	x	No early retirement option is available for professional staff; the option is available for support/clerical staff.
Louisiana	x		
Maine	x		Available to professional staff ages 58-64. Special early retirement contribution to TIAA-CREF is equal to 14% - 56% of salary depending on age.
Maryland	x		ORP - TIAA/CREF after age 55, with reduced monthly benefits. State Retirement System reduced benefits. Full benefit allowance is reduced by a percentage equal to the number of months needed to attain age 62 multiplied by 0.005.
Massachusetts		x	
Michigan	x		Employees may retire at age 55 with 30 years of service. Sixty is the normal retirement age.
Minnesota	x		Employees may retire with adjusted reduced benefits at age 55 with 5 years of service, at any age under 62 with 30 years of service.
Mississippi		x	
Missouri	x		Employees may retire at age 55 after 30 years of service.
Montana	x		Allows faculty and administrative personnel to contract for continued employment after retirement and receive as payment for services a minimum of one-third of their prior annual earnings.
Nebraska	x		Permitted at age 55.

Table 26, continued

	Yes	No	Explanation
Nevada	x		**May retire before age 60 with reduced benefits with a certain designated number of years service. Specific eligibility varies with the plan.**
New Hampshire		x	
New Jersey		x	
North Dakota	x		
Oklahoma	x		At age 62 with at least 10 years of service; at any age with 25 years service (not eligible for Regents supplement until age 62); at any age with 30 years of service (not eligible for Regents supplement until age 60).
Oregon	x		Based on 20 years of state service. Employees may retire at age 55 in some cases.
Pennsylvania	x		After 10 years of service.
Rhode Island		x	
South Carolina		x	
South Dakota	x		**As needed for faculty and exempt staff. The bonus given is a percentage of the employee's last annual salary. The employee must agree to terms of the retirement. The agency also has a "rule of 85" for SDRS early retirement and a reduced annuity for early retirement.**
Tennessee	x		Under State Retirement, an employee may retire with reduced retirement benefits at any age with 25 years of service. Employees are eligible for full retirement benefits at any age with 30 years service.
Texas	x		If a member is at least 55 years old with at least 10 years or 20 years of service in the retirement system he/she may retire with reduced retirement benefits following designated tables. Members with at least 30 years of service may retire at any age with reduced retirement benefits following designated tables.
Utah	x		**Provides for partial retirement benefits prior to normal retirement age of retirement.**
Vermont		x	

Table 26, continued

	Yes	No	Explanation
Virginia	x		Employees 55 years of age with 30 years of service.
West Virginia	x		The legislature in April 1988 enacted an early retirement option which could be taken by retiring on or before 12/31/88. Faculty members were allowed to take the option but remain in employment until the end of the academic year.
Wisconsin		x	Minimum retirement age is 55 with reduced benefits. Normal retirement age is 65 or 62 with 30 years of service.
Wyoming		x	

Table 27
Summary of SHEEO Agency Staffing and Professional Development Policies for All States, Governing Boards and Coordinating Boards

a. As an organization, do you establish your own salary ranges and classification systems?

State Higher Education Agencies	Professional				Clerical/Support			
	Yes	%	No	%	Yes	%	No	%
All States	27	64	16	38	12	29	30	71
Governing Boards	17	94	1	6	9	50	9	50
Coordinating Boards	10	42	15	62	4	17	20	83

b. Does your agency have a policy on paid consulting by agency staff?

State Higher Education Agencies	All States	Governing Boards	Coordinating Boards
No Policy	5 (12%)	1 (6%)	4 (17%)
Prohibited	0%	0%	0%
On "Own Time"	25 (59%)	10 (56%)	15 (62%)
Where No Conflict of Interest	34 (81%)	15 (83%)	19 (79%)

c. Does your agency have a policy on compensation for postsecondary teaching?

State Higher Education Agencies	All States	Governing Boards	Coordinating Boards
No Policy	19 (45%)	10 (56%)	8 (33%)
Compensation Prohibited	4 (9%)	1 (6%)	4 (17%)
Time Release Provided	5 (12%)	3 (17%)	2 (8%)
Other/Same as Consulting	16 (38%)	5 (28%)	11 (46%)

d. Does your agency permit "job sharing?"

State Higher Education Agencies	No Policy	Yes	No
All States	6 (14%)	19 (45%)	19 (45%)
Governing Boards	3 (17%)	8 (44%)	9 (50%)
Coordinating Boards	3 (12%)	12 (29%)	10 (42%)

e. Does your agency provide release time for work-related credit courses?

State Higher Education Agencies	No Policy	Yes	No
All States	2 (5%)	32 (76%)	8 (19%)
Governing Boards	1 (6%)	13 (72%)	4 (22%)
Coordinating Boards	1 (4%)	19 (79%)	4 (17%)

f. Does your agency reimburse employees for tuition and fee expenses?

State Higher Education Agencies	No Policy	Yes	No
All States	0	36 (86%)	6 (14%)
Governing Boards	0	15 (83%)	3 (17%)
Coordinating Boards	0	21 (87%)	3 (12%)

g. Does your agency provide paid sabbaticals?

State Higher Education Agencies	No Policy	Yes	No
All States	0	11 (26%)	31 (74%)
Governing Boards	0	10 (56%)	8 (44%)
Coordinating Boards	0	1 (4%)	23 (96%)

h. Does your agency allow unpaid leaves of absence?

State Higher Education Agencies	No Policy	Yes	No
All States	1 (2%)	40 (95%)	1 (2%)
Governing Boards	1 (6%)	17 (94%)	0
Coordinating Boards	0	23 (96%)	1 (4%)

i. Is there a specific agency budget for professional staff development (separate from travel)?

State Higher Education Agencies	Yes	%	No	%
All States	9	21	33	79
Governing Boards	2	11	16	89
Coordinating Boards	7	29	17	71

j. What is the agency's travel budget for FY89 from state funds for the core staff enumerated in Question 1?

State Higher Education Agencies	Total Mean	Range
All States	$59,296	$2,000-$267,476
Governing Boards	$69,861	$267,476-$10,200
Coordinating Boards	$51,612	$2,000-$206,500

k. Are there agency- or state-imposed limits on out-of-state travel?

State Higher Education Agencies	Yes	%	No	%
All States	20	48	22	52
Governing Boards	7	39	11	6
Coordinating Boards	13	54	11	46

l. Are there other discretionary funds available for professional development activities of staff?

State Higher Education Agencies	Yes	%	No	%
All States	22	52	19	45
Governing Boards	8	44	10	56
Coordinating Boards	14	58	10	42

m. Do you have a professional staff exchange program with institutions?

State Higher Education Agencies	Yes	%	No	%
All States	7	17	35	83
Governing Boards	4	22	14	78
Coordinting Boards	3	12	21	87

LIST OF AGENCIES RESPONDING TO QUESTIONNAIRE

State	Organization
Alabama	Commission on Higher Education
Arizona	Board of Regents
Arkansas	Department of Higher Education
California	Postsecondary Education Commission
Colorado	Commission on Higher Education
Connecticut	Board of Governors - Department of Higher Education
Delaware	Postsecondary Education Commission
District of Columbia	Office of Postsecondary Education, Research and Assistance University of the District of Columbia
Florida	Postsecondary Education Planning Commission
Georgia	Board of Regents, University System of Georgia
Idaho	Office of the State Board of Education
Illinois	Board of Higher Education
Iowa	State Board of Regents
Kansas	Board of Regents
Louisiana	Board of Regents
Maine	University of Maine System
Maryland	Higher Education Commission
Massachusetts	Board of Regents of Higher Education
Michigan	Department of Education
Minnesota	Higher Education Coordinating Board
Mississippi	Board of Trustees of State Institutions of Higher Learning
Missouri	Coordinating Board for Higher Education
Montana	Office of Commissioner of Higher Education
Nebraska	Coordinating Commission for Postsecondary Education
Nevada	University of Nevada System
New Hampshire	University System of New Hampshire
New Jersey	Department of Higher Education (Central Office)
North Dakota	State Board of Higher Education
Oklahoma	State Regents for Higher Education
Oregon	Office of Educational Policy and Planning
Pennsylvania	Department of Education, Office of Commissioner for Higher Education
Rhode Island	Office of Higher Education

List of Agencies, continued

State	Organization
South Carolina	Commission on Higher Education
South Dakota	Board of Regents (Central Office)
Tennessee	Higher Education Commission
Texas	Higher Education Coordinating Board
Utah	State Board of Regents, Office of the Commissioner of Higher Education
Vermont	Vermont State Colleges (central administrative office of a five-college system)
Virginia	State Council of Higher Education for Virginia
West Virginia	Board of Regents
Wisconsin	University of Wisconsin - System Administration
Wyoming	Community College Commission